





## 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.

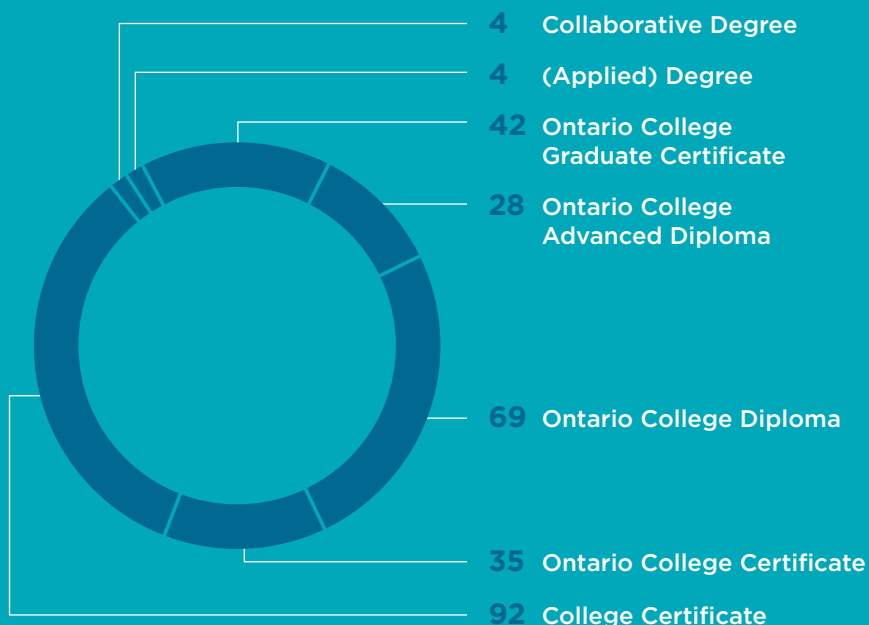
### INTEGRITY

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.

## 274 PROGRAMS

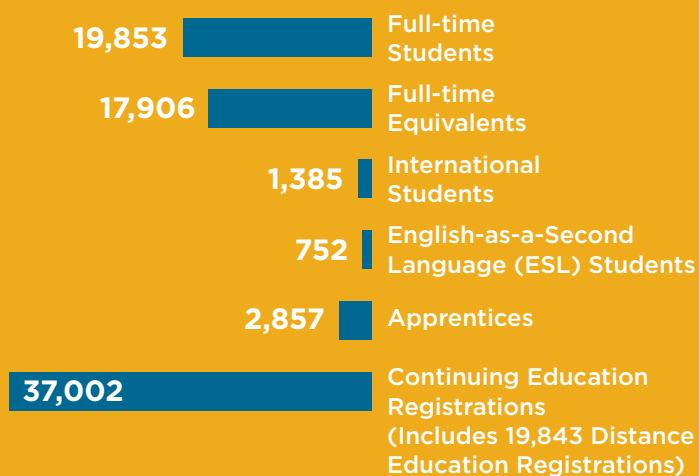


Of the above programs, for 2013-2014:

- 27 offer co-operative education (mandatory or optional)
- 22 are apprenticeship programs
- 64 are offered part-time online, 20 are offered full-time online

## COLLEGE AT A GLANCE

### STUDENTS

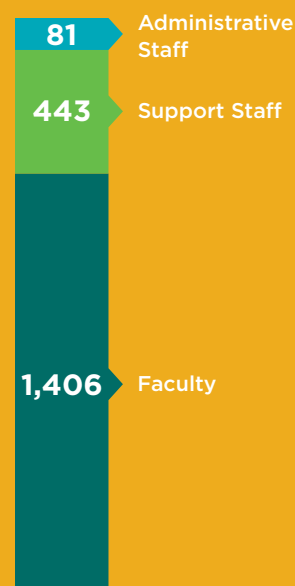


### EMPLOYEES

#### 1,294 Full-time Employees



#### 1,930 Part-time Employees





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# MESSAGE FROM THE CHAIR, BOARD OF GOVERNORS



It takes an engaged Board to govern an organization as dynamic as Algonquin College. Last year as a Board we took steps to ensure we are operating as efficiently and effectively as possible in service to the College's mission.

Those efforts included a thorough evaluation in summer 2013 of Algonquin College's governance practices, comparing them to those of other Ontario colleges. We also held a Board retreat on governance, looking at ways to foster even greater transparency and openness between the Board, College employees and the local community.

Measures emerging from those discussions included the establishment of an Academic and Student Affairs Committee to serve as a mechanism for feedback and dialogue between the Board and the academic and student services areas of the College. As a further transparency measure the Board shifted the time of its meetings, increasing public attendance over the course of the year.

## **FURTHERING FINANCIAL SELF-SUFFICIENCY**

The Board also worked closely with the College executive throughout the year to identify new, sustainable ways of doing business. Like all postsecondary institutions in Ontario, Algonquin College faces budgetary constraints. Its entrepreneurial orientation has made it possible to serve the largest number of students with the lowest funding per student among Canadian provinces. As a Board, we are committed to furthering the College's financial self-sufficiency.

The McKinsey Global Institute study quoted in the College's newly developed International Education Strategic Plan predicts a global shortfall of 40 million postsecondary-educated workers by 2020. Taking Canadian postsecondary education and our industry partners to other markets, while offering international students learning opportunities here at home, will help fill that gap for Canada.

**There is an entrepreneurial orientation at Algonquin College that has made it possible to serve the largest number of students with the lowest funding per student among Canadian provinces.**

International partnerships provide College employees with professional development opportunities to bring a global outlook to Ontario's classrooms. Last year, 14 Algonquin College faculty delivered courses as part of the Business Administration Ontario College Advanced Diploma program at Jiangsu Maritime Institute, the College's partner campus in China — and then brought their unique teaching experiences back to Canada.

### **LEVERAGING OUR COLLECTIVE STRENGTHS**

Guiding the College in how to leverage its strategic advantages is of course a fundamental role of the Board, one that benefits from multiple perspectives. Last year, we gained two new members who bring unique skills and experience to our mix: Michael Waters, a spirited entrepreneur and CEO of the Minto Group; and Peter Nadeau, an expert advisor in corporate governance and business law.

Michael and Peter joined in place of departing members Michael Dunlop and Denise Amyot, both of whom have made invaluable contributions to the College and its growth in their time as governors.

Going forward, the Board will continue to be engaged and govern in an open and transparent way. One of our first orders of business in the new fiscal year will be to appoint a new President to the College. I have enjoyed an energizing working relationship with Kent MacDonald, our outgoing president. He is a true visionary, wonderful to work with, and I know he will be missed.

A college, however, is not one individual: it is a community of dedicated, skilled people whose combined talents and perspectives shape the institution and its vision. I believe Algonquin College's collective strengths have never been greater — and that with those strengths, this College community will continue to shape postsecondary education in Ontario and around the world for years to come.



**James McIntosh**  
Chair, Board of Governors

# MESSAGE FROM THE PRESIDENT



Many things can alter the course of a college: economic forces, demographic trends, technological advances. All of these continue to have a profound impact on the postsecondary education environment today.

But change does not have to be dictated by circumstance. Institutions can also be ‘game changers’ — and so can the people within them.

Our aspiration at Algonquin College is to be that kind of an institution, and to allow our students and our employees to be those kinds of people. Looking at our achievements in 2013–2014, I believe we have succeeded with that ambition: systematically rolling out eTextbooks across more programs than any other postsecondary institution in North America; establishing an innovative energy-saving contract with Siemens that addresses millions of dollars of unfunded maintenance challenges; and internationalizing our College with the opening of a campus in Jazan, Saudi Arabia.

## ENCOURAGING A VIBRANT CULTURE OF INNOVATION

Algonquin College is a place where learners from around the world can access the education they seek. Today, 117 countries are represented within our student body. We demonstrated leadership last year in supporting those students and learners from a variety of diverse demographic groups. Our attraction of more than 1,000 Aboriginal students has led the Ministry of Training, Colleges and Universities to connect with us in search of best practices.

I am also proud that last year we were named one of the National Capital Region’s Top 25 Employers by the Canada’s Top 100 Employers organization. Among its reasons for awarding Algonquin College this distinction were our strong internal communication, in-house education initiatives, and tuition rebate program for employees and their families.

While the award provided strong affirmation of the positive culture at Algonquin College, our belief in continuous improvement led us to create a volunteer team of employees to find out if we could develop an even better place to work. We heard that employees would like to see more communication within the College, greater recognition of employee success and performance, and even more efficient internal processes. With this advice, we have acted.

**In a period when the Ontario postsecondary system grew by 1.0 percent, Algonquin College's enrolments grew by 5.8 percent.**

In the interest of good communication, we consulted extensively with employees and stakeholders throughout the year on a number of important matters — our International Education Strategic Plan and our Strategic Mandate Agreement with the Ministry of Training, Colleges and Universities among them. We hosted two town halls to hear employees' vision for our College, launched a President's newsletter, and continued to make committee minutes public and outcomes more transparent.

### **A COMPREHENSIVE COLLEGE IN HIGH DEMAND**

In a period when the Ontario postsecondary system grew by 1.0 percent, Algonquin College's enrolments grew by 5.8 percent. More students are choosing college as their postsecondary option so they can learn in an applied way, combining theory with real-world practice and graduating with employable skills. According to the Ontario College Application Service (OCAS) Application Studies, 83 percent of college graduates find jobs within six months of program completion.

Going forward, Algonquin College will continue to demonstrate its ability to lead as it expands its international footprint, injects more work-integrated learning into its programs and formalizes its Responsibility Center Management (RCM) business model.

It was with mixed emotions that I announced at the end of March I would be leaving my role, returning to my home province of Nova Scotia to serve at my alma mater, St. Francis Xavier University, as President and Vice Chancellor. While moving on, I will avidly follow Algonquin College's ongoing transformation of the postsecondary landscape. I could not possibly convey how enriched I have been by my experience here. Algonquin College employees are among the most passionate, innovative and committed professionals I have ever had the pride to work with. They, and this College's students, are the real game changers.



**Kent MacDonald, PhD**  
President

# ABOUT THIS REPORT

This annual report describes Algonquin College's progress toward the goals of its strategic and business plans between April 1, 2013 and March 31, 2014, and includes financial results for this period. A summary of key results follows:



## APPLIED EDUCATION AND TRAINING

In 2013–2014, Algonquin College developed a new International Education Strategic Plan to guide its activities on the global stage. A new campus opened and a sister school was awarded in Saudi Arabia. In Canada, the College saw record international enrolment, taking in 1,080 students from around the world in January 2014.

The College also consulted on a Strategic Mandate Agreement required by the Ministry of Training, Colleges and Universities, confirming its position as a comprehensive college with diverse offerings for the full range of learners.

Algonquin College continued to demonstrate innovation throughout the year, developing an accelerated program to usher science-minded women into the power utility workforce and engaging in a range of applied research projects, one of which took top prize at Polytechnics Canada's 2013 Student Applied Research Showcase. The College's Construction Research Centre received \$800,000 from the Canada Foundation for Innovation to deliver applied research on building science and construction, and a new Entrepreneurship Working Group collaboration with the Students' Association helped inspire and support student and employee entrepreneurship.

## STUDENT AND CLIENT SUCCESS

Algonquin College continued to lead the transformation of postsecondary education in 2013–2014, implementing its digital strategy to modernize student life. The College is well on its way to becoming North America's first postsecondary institution to dispense with physical textbooks, by transitioning to eTextbooks College-wide. In 2013–2014, the College expanded the roll-out to more than 3,500 students in 34 programs — at nearly 63% the retail cost of the print versions. The College expanded its Bring Your Own Device (BYOD) mobile learning initiative to 148 programs and 13,000 students, and converted a further 72 classrooms to accommodate multi-screen learning. By the end of the fiscal year, Algonquin College had developed or revised 150 hybrid or online courses.

The College also implemented a number of new supports for its employees and students, including Curriculum Services to help instructors develop and evaluate their courses, and a Student Learning Centre to help students improve their English, math and computer skills. In addition, the full-scale launch of the Co-Curricular Record program allows students to track and officially document College-affiliated volunteer and leadership activities to complement their academic transcripts; in 2013–2014, over 1,600 students took advantage of this offer to enhance their marketability. Algonquin College also streamlined its business processes last year to accelerate the disbursement of student loans and bursaries.

## EMPOWERED PEOPLE

Algonquin College was named one of the National Capital Region's Top 25 Employers for 2014 by the Canada's Top 100 Employers organization. To maintain and strengthen employee engagement, the College held an open forum to discuss key issues identified through the College's 2012 employee engagement survey and, following the forum, struck a volunteer 'Employee Engagement Tiger Team' to develop recommendations for the College Leadership Council. The resulting action plan identified three priorities: increasing communications; celebrating success; and streamlining internal processes.

The College's Leadership Mentoring Program paired employees interested in furthering their leadership potential with senior mentors for professional development. In 2013–2014, the Faculty Performance Development Program pilot was launched to recognize excellent faculty professional performance; to provide faculty and administrators with a formal opportunity to reflect and discuss faculty teaching and learning practices and subject matter expertise; and to support collective accountability through careful, judicious, transparent and evidence-based faculty performance. A revitalized Professor's Resource Site gave employees access to a variety of strategies for professional practice within the 'Professor of the 21st Century' framework.

Throughout the year, Algonquin College employees received strong recognition for the excellence they brought to their work every day through a variety of College and external awards.

## FINANCIAL SUSTAINABILITY

Last year, Algonquin College exceeded the financial health indicator benchmarks for Ontario colleges across four areas: debt management, operations/surplus, net assets and liquidity. The College's entrepreneurial approach has been showcased in the innovative, energy-saving partnership developed with Siemens Canada to help the College use less energy, address up to 25 percent of our current deferred maintenance liability, and provide new research opportunities for students. Proposals were also requested from vendors for Project Fusion to begin the process of combining human resources, finance and payroll software into a unified solution for greater operational collaboration and strategic analysis capability across the College.

The Algonquin College Foundation celebrated its 10th anniversary in 2013 and saw its total funds raised pass the \$30 million mark. Setting its sights on the future, the Foundation conducted an environmental scan to identify best practices and priorities, and reached out to the College's alumni community with the largest alumni survey in the history of the College, reaching out to 40,230 alumni (of over 150,000 alumni) with contactable email addresses. The Alumni Association will use these findings to enhance future services.

# OUR STRATEGY

Algonquin College is a place where people are passionate about what they do, with an entrepreneurial spirit that strives always to do better.

In 2013–2014, College employees and students embraced new modes of teaching and learning, introduced new ways of delivering services, and brought innovation to every aspect of postsecondary life.

Collectively, those efforts have reinforced Algonquin College's place as a postsecondary leader, an institution that plans strategically and acts preemptively, drawing on its defining strengths: externally focused, entrepreneurially inclined, trust oriented, and proficient leadership.

## EXTERNALLY FOCUSED

***We look outward, building external relationships that allow us to take advantage of new opportunities early on.***

Algonquin College defined its International Education Strategic Plan in 2013–2014. The College extended the reach of high quality Canadian education abroad in China, India, Kuwait, Montenegro and Saudi Arabia, and continued international partnerships and projects in Korea and Tanzania.

## ENTREPRENEURIAALLY INCLINED

***We challenge the status quo, inviting — and embracing — innovation.***

Following a successful pilot project, Algonquin College expanded its eTextbook program to 34 programs in 2013–2014, giving students access to electronic versions of course materials at nearly 63 percent of retail cost — validating a groundbreaking business model developed in partnership with Canadian academic publishers.

## TRUST ORIENTED

***We equip our people to make informed decisions in real time — managing and mitigating risks.***

A volunteer 'Tiger Team' explored ways Algonquin College could maintain and strengthen employee engagement, returning with three key priorities in August 2013: increasing communication; celebrating success; and streamlining internal processes.

## PROFICIENT LEADERSHIP

***We are a competitive College, striving for high quality and pursuing clear goals.***

Leading the way among Ontario colleges, Algonquin College extended its principles of Responsibility Center Management (RCM) across the College last year, giving leaders across the College's schools and departments greater entrepreneurial freedom. The College is now implementing a plan to move this model forward among all College teams.

Applied Education  
and Training

Student and  
Client Success

Each of our defining strengths supported the College's efforts last year to execute our Strategic Plan 2012-2017, which has four strategic pillars. This report highlights the College's achievements in each of these strategic areas over the past fiscal year.

Empowered  
People

Financial  
Sustainability

# APPLIED EDUCATION AND TRAINING

Last year, Algonquin College continued to transform the design and delivery of applied education and training: gearing its programs, products and services to the needs and expectations of clients and students; enhancing learning with technology; and seeking to give every full-time student work experience integrated with classroom activity.

## A GLOBAL LEADER IN APPLIED EDUCATION AND TRAINING

From a pool of 200 contenders, Algonquin College was one of 10 postsecondary institutions selected to support Saudi Arabia in its goal of improving the country's college system. When the College opened its new offshore campus in Saudi Arabia last fall, some 800 students filled the halls — exceeding initial enrolment targets as well as external expectations for what a brand-new postsecondary institution could achieve. When Algonquin College again surpassed its targets in January 2014, bringing the total number of students in Jazan to more than 1,000, it proved there is a strong global appetite for its brand of applied education. In part due to the initial success in Jazan, the College was awarded two new campuses in Qatif in February 2014, including an all-female campus to help Saudi Arabia meet its educational objectives for both men and women.



Saudi Arabia is only one of several international jurisdictions to which the College brought high-quality Canadian postsecondary education last year, delivering training in India, Montenegro, China and beginning construction on a campus in Kuwait. These offshore initiatives are cultivating a pool of Canadian-educated talent that

could be recruited to meet our own country's future skills needs, while the experiences abroad benefit all of the College's communities: curricula developed overseas will inform those at other campuses while partners and employees will attain invaluable skills and experience necessary to engage in a global economy.



# 1,080

## Mapping the future of international education

With international education increasingly important to graduate employability, Algonquin College developed a new International Education Strategic Plan in 2013 to guide its activities on the global stage. Here at home, the College saw record international enrolment, taking in 1,080 students from around the world in January 2014.

## AN INNOVATIVE PROGRAM TO FILL A CRUCIAL SKILLS GAP

In 2013, Hydro One came to Algonquin College with a challenge. The province-wide utility provider had identified an urgent need to increase the number of women it employs in technology and trades. The College responded quickly, developing the Women into Electrical Engineering Technology (WEET) Advanced Diploma program — an accelerated two-year program that includes a four-month paid work placement.

Intended for women with university degrees in the natural sciences, engineering or math, WEET attracted 131 applicants and surpassed its enrolment target with 22 registrations. Others are already taking notice of the program's early success: WEET won the top prize in the Innovation in HR Practices/Educational category from Electricity Human Resources Canada, and was nominated for the Association of Canadian Community Colleges' Award for Program Excellence.

## LEADERSHIP IN CONSTRUCTION

Algonquin College students from the Perth Campus and the Algonquin Centre for Construction Excellence in Ottawa joined teammates from Queen's University and Carleton University to compete in the U.S. Department of Energy Solar Decathlon that challenged 20 collegiate teams from around the world to design, build and operate solar-powered houses that are cost-effective, energy-efficient and attractive. Forming Team Ontario, the students were challenged to design, build and operate a net-zero, solar-powered home. With results of the competition of entries from around the world, the team finished 1<sup>st</sup> in Engineering, 1<sup>st</sup> in Energy Balance, 1<sup>st</sup> in Hot Water, 2<sup>nd</sup> in Affordability, 4<sup>th</sup> in Market Appeal, and 6<sup>th</sup> overall.

Algonquin's Construction Research Centre was proud to receive \$800,000 from the Canada Foundation for Innovation (an amount matched by the Ontario Research Fund) to integrate its capabilities with those of the Design Centre and the Full Spectra Centre to deliver applied research to the building science and construction sectors.



## PROMOTING STUDENT ENTREPRENEURSHIP

Established in 2013 with the Students' Association, the Entrepreneurship Working Group (EWG) is a College-wide interdisciplinary team that seeks to promote entrepreneurship by exposing, engaging and enabling students and staff to pursue social, environmental and business ideas that can make a difference in the community. Over the course of the year, the EWG helped bring the World Business Forum to Algonquin College, launched Global Entrepreneurship Week in November, and promoted dialogue at the most senior levels within the College to identify and provide additional supports for student and employee entrepreneurship.



## Defining our strategic mandate

Last year, every Ontario college was required to submit a Strategic Mandate Agreement to the Ministry of Training, Colleges and Universities, defining their unique visions and strengths. Through consultations with stakeholders — including a live-streamed town hall session on March 14, 2014 — Algonquin confirmed its position as a comprehensive college with diverse offerings for the full range of learners.

## EXCEPTIONAL WORK-INTEGRATED LEARNING EXPERIENCES

Algonquin College is strongly committed to strengthening the student experience with work-integrated learning, including co-operative education placements, field and clinical placements, job shadowing opportunities, internships, applied research projects and volunteer ventures. This real-world exposure to work in the field is essential to producing graduates who are ready to contribute to the social and economic well-being of their communities.

On campus, the College operates businesses that are learning enterprises, run by students under the guidance of faculty, including Savoir Fare, the gourmet food store that offers takeaway food prepared daily by Culinary and Baking students, and the Algonquin Times, the primary learning tool for journalism students, which was named one of the top three campus newspapers in 2013–2014 by the Ontario Community Newspapers Association.

Algonquin College enriches the student experience with a number of

interprofessional education settings — such as the Simulation Health Centre and the Police and Public Safety Living Lab — to prepare students for employment. Last year, over 400 Nursing Studies students participated in real-world interprofessional scenarios, bringing together students from different academic areas to work alongside one another.

## GROWTH IN ONLINE LEARNING

Algonquin has developed 143 courses for online delivery over the past two years. In 2013–2014, the College saw 111,475 total enrolments in 1,862 online and hybrid courses across 61 different programs, an increase of 6.5 percent over 2012–2013 and well above the targets set by OntarioLearn.

The College's online offerings have proved popular worldwide. The web portal for the Centre for Continuing and Online Learning was accessed from 2,463 cities in 146 countries last year including China, Pakistan, the United Arab Emirates, Germany, Switzerland, Australia, Nigeria and Guyana.

## Measuring our performance

Algonquin has instituted a balanced scorecard approach to measuring its performance in relation to its four strategic pillars. Highlights for Applied Education and Training include:

Measure	2012–2013	2013–2014	2016–2017
<b>Applied Education and Training</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
Graduation rate	64%	64.2%	70%
Students enrolled in applied degrees	367	375	800
Students enrolled in graduate certificates	633	812	1,000
Online courses offered	106	863	150
Unique hybrid courses offered	880	999	1,424
Programs with work opportunities	75%	86.1%	100%

## Meeting demand for online learning



The College's wide range of programs — face-to-face, hybrid, and online — suits a diversity of students and a variety of learning styles. In 2013–2014, Algonquin offered more than 1,500 online course sections and exceeded 35,000 unique online course registrations.

## EXTERNALLY FOCUSED



Establishing relationships with external organizations is one of the keys to capitalizing on emerging opportunities. Last year, Algonquin College's Pembroke Campus signed a memorandum of understanding with the Canadian Wildlife Federation (CWF), one of Canada's largest not-for-profit organizations. This agreement — the first between CWF and a publicly funded Ontario college — encourages both organizations to partner whenever possible to promote outdoor education. The partnership will allow CWF and the College to cross-promote their programs, engage in applied research, provide more conservation- and wildlife-related certifications to students, and give students greater access to experts on issues affecting wildlife around the world. All of this will further strengthen the College's reputation as a leader in outdoor education and training.

# APPLIED RESEARCH IN THE SPOTLIGHT

The Algonquin College Office of Applied Research and Innovation (ARI) collaborated with more than 115 industry and community partners last year, helping 754 students and 71 faculty develop products, processes and services for implementation or commercialization. The Office also helped connect students and graduates with jobs at local companies of all sizes, helping these businesses achieve greater success both locally and on the global stage.

The College's tradition of Applied Research Days expanded to three occasions on the Ottawa Campus and to the Pembroke Campus for the first time in April 2013. More than 1,800 people attended in 2013–2014, taking advantage of the opportunity to see first-hand how College faculty and students are contributing directly to the innovation agendas of local organizations.

Team Algonquin's 3D voice-activated dental charting software took the top prize at Polytechnics Canada's 2013 Student Applied Research Showcase. This was the College's second Polytechnics Canada award for applied research — making Algonquin College the only college in Canada to be a two-time winner.

## SPECIALIZED CENTRES FOR GROUNDBREAKING RESEARCH

Algonquin College's five research centres bring together the skills and infrastructure to support applied research projects:



**The Design Centre** works on usability and functionality for interactive multimedia



**The Full Spectra Centre** specializes in wireless communications, photonics and electronics



**The Construction Research Centre** improves building design and construction practices



**The Rural Economic Research and Development Centre** helps companies in Lanark and Renfrew develop new products



**The Health and Wellness Research Centre** develops innovative health-related technologies

# STUDENT AND CLIENT SUCCESS

Algonquin College is committed to delivering exceptional service to students and clients — taking advantage of automated, modernized business processes and striving always for continuous improvement.

## ACCESSIBLE COURSE MATERIALS

In 2013–2014, Algonquin College advanced toward its goal to be North America's first postsecondary institution to replace all physical textbooks with eTextbooks. Expanding the previous year's pilot, more than 3,500 students in 34 programs received eTextbooks in 2013–2014. The approach provided access to required course materials from the first day of class, levelling the playing field for students who may have gone without and supporting *Accessibility for Ontarians with Disabilities Act* (AODA) compliance with the digital materials. Not only are eTextbooks cost-effective, convenient and viewable on the full range of laptops, smartphones, tablets and eReaders, but they also make it possible for instructors to offer more interactive and dynamic learning experiences, to increase the engagement of students in their studies.

Algonquin's bookstore, Connections, has been taking an entrepreneurial approach with the shift to eTextbooks, engaging in a strategic planning exercise to look at alternative uses for its newly available floor space and opportunities to diversify its offerings. In 2013–2014, the store successfully rebranded to reflect a more encompassing and comprehensive retail experience for students.



# 80.7%



**Algonquin student satisfaction remains consistently strong year-over-year**

Algonquin students rank their satisfaction at 80.7% in 2013–2014.



### Curriculum support

With the establishment of Curriculum Services last year, professors can now receive end-to-end guidance and support in developing, implementing and evaluating curricula.

## FACILITIES THAT MEET STUDENTS' NEEDS

The College expanded its technology-enabled learning practices to include 148 Bring Your Own Device (BYOD, or mobile learning) programs and 13,000 students last year, with the expectation of reaching 170 programs by Fall 2014.

Ninety percent of the College's designated eClassrooms have been converted for BYOD and multi-screen learning, with 72 of those conversions completed last year — giving students the flexibility to learn using the connected devices they depend on in their daily lives. By the end of the fiscal year, Algonquin College had developed or revised nearly 150 hybrid or online courses.

These enhancements were part of a \$7 million investment in reconfiguration and renewal to improve the student experience that included significant upgrades to the College's wireless network and IT infrastructure. Wireless usage at Algonquin College doubled in 2013-2014, accounting for 60 percent of all Internet utilization at the College.

## HELPING STUDENTS LEARN AT THEIR OWN PACE

Algonquin College developed a custom platform that will allow its Centre for Continuing and Online Learning to deliver adaptive self-directed learning units. Research conducted in early 2014 will inform further development of the learning units prior to a pilot test later in the year. As part of this process, international learners are also being considered as potential audiences for a modular, self-directed learning approach.

Algonquin College opened a Student Learning Centre in the heart of its Ottawa Campus last year, providing a service for students to access coaching in English, math and computer fundamental skills. During its inaugural year the Centre provided students with over 1,150 one-on-one coaching appointments over the three areas of discipline. Students can conveniently and confidentially book their appointments online using the Centre's online portal.

## INSPIRATION AT THE MIC



In collaboration with the Students' Association, the College hosted several guest speakers throughout the year, giving students the chance to learn from and be inspired by people at the top of their professions, including:

- Former Dragons' Den panellist W. Brett Wilson, who spoke to a crowd of nearly 700 students and staff about his experiences in life and business
- UFC champion Chris Weidman, who taught a 45-minute training session to members of the Impact Zone martial arts facility
- Juno-nominated recording group A Tribe Called Red, who performed following the student powwow hosted by the Mamidosewin Centre



## IN SERVICE TO STUDENT SUCCESS

Following a successful pilot in 2012–2013, Algonquin College rolled out its full-scale Co-Curricular Record (CCR) program last year, allowing students to track College-affiliated volunteer and leadership involvements and receive an official non-academic record of activities to complement their transcripts and résumés. Approving and documenting over 1,600 student requests, the CCR program greatly exceeded its targets.

To ensure students had prompt access to funds received through the

Ontario Student Assistance Program, the College streamlined its processes so the vast majority of deposits were made to students' accounts prior to the start of the Fall and Winter terms. Similar improvements to the Student Assistance Bursary Program resulted in students receiving their bursary funding 50 percent faster than before. In total, the Registrar's Office provided in-person services to 57,603 contacts in 2013–2014, an increase of 3,572 over the previous year — a clear demonstration of the College's ongoing commitment to providing the highest level of service to its students.

## ACHIEVEMENT AND ADVANCEMENT

Algonquin College students proved their academic mettle in 2013–2014. For the 11th year in a row, the College's Paramedic program saw a 100 percent pass rate in provincial exams, and the full cohorts of both the Respiratory Therapy and Dental Hygiene programs succeeded in their national exams. In total, 8,641 students graduated from Algonquin College last year and 3,197 attended spring and fall convocation ceremonies in Ottawa, Perth and Pembroke.

## RETENTION, GRADUATION AND GROWTH

In 2013–2014, Algonquin posted a Fall to Winter term retention rate of 86 percent. To help students continue in their studies toward graduation, Student Success Committee members from across the College supported strategies and projects to foster the success of students. Blackboard Training sessions were introduced prior to the start of classes in September to connect first-year students with the tools to succeed, helping them effectively navigate the Learning Management System prior to the first day of class. More than 400 students came to campus before their first day of school to receive the training. Students enjoyed a warm



### Successful careers start here

Peter Tilly, 2013 Alumnus of the Year, is a stellar example of the potential found in all Algonquin College students. A graduate of the Business Administration program, Tilly has been Executive Director of the Ottawa Mission since June 2013. Before then, he served for 14 years as the Executive Director of the Ottawa Food Bank, helping it become one of the most respected organizations of its kind in Canada.



welcome and were engaged early into campus life with a College-wide orientation and events.

To further support the persistence of a diverse student population in 2013–2014, Algonquin College was one of three postsecondary institutions to receive \$700,000 in funding from the Ministry of Training, Colleges and Universities to pilot a program for students with autism spectrum disorder.

To attract new students, the College gave 1,400 presentations to more than 20,000 prospects; 3,500 prospective students came on campus for in-person tours. A further 35,000 phone calls were made to prospective students to talk about the *Algonquin Experience* in 2013–2014.

In alignment with the College's overall strategic marketing direction, activities related to student recruitment and enrolment have been going increasingly digital, with automated

marketing software playing a more prominent role in improving lead generation and tracking the success of marketing campaigns.

## RAISING AWARENESS OF MENTAL HEALTH

Positive mental health is essential to student success. In March 2014, the College and the Students' Association co-hosted NHL legend and mental health advocate Theo Fleury, who talked about his lifelong battle with addiction and depression, sending a powerful message about the importance of openly discussing mental health issues. In collaboration with the Canadian Mental Health Association, Student Support Services launched online resources to promote mental health awareness and encourage employees to understand their role to support students and "Start the Conversation".

## Measuring our performance

Algonquin has instituted a balanced scorecard approach to measuring its performance in relation to its four strategic pillars. Highlights for Student and Client Success include:

Measure	2012–2013	2013–2014	2016–2017
<b>Student and Client Success</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
Student satisfaction	81.5%	80.7%	83.5%
Employer satisfaction	93.4%	93.9%	94%
Alumni satisfaction	NA	86%	90%

## TRUST ORIENTED



In high-performing colleges, employees have the autonomy to make decisions and respond to opportunities as they arise. This level of trust is just one of the reasons a multi-disciplinary team was able to pull together for the 2013 Red Bull Flugtag — a competition to design, build and pilot a homemade flying machine. When Alex Mahon, a Business and Entrepreneurship student and employee of the Office of Applied Research and Innovation, heard about the Flugtag he approached Dr. Mark Hoddenbagh, who provided his full support. Alex and Mechanical Engineering Technology students Vincenzo Marcantonio, Kevin Randing and Akil Alyacoubi formed the flight team that showcased the talents of the many passionate students and faculty who designed the 'Algonquin Airborne Ace'.

# EMPOWERED PEOPLE

People are the key to the success of any organization. Algonquin College seeks to attract, develop and retain employees who have the knowledge and skills to contribute fully to the College — and to provide an environment that fosters leadership.

## ONE OF OTTAWA'S TOP EMPLOYERS



Thanks to its focus on communication, openness and engagement, Algonquin College was named one of the National Capital Region's Top 25 Employers for 2014 by the Canada's Top 100 Employers organization. This ranking confirms the findings of the 2012 employee engagement survey: that people are proud to work at the College, are stimulated by their work, and are focused on meeting student and client needs.



Canada's Top 100 Employers specifically called out the College's approach to internal communication, including the fact that employees are encouraged to reach out to the President directly through social media and regular face-to-face 'coffee break' events. Also cited were the College's in-house education initiatives, particularly the Kaleidoscope professional

development conference, an annual three-day event where all employees can showcase their talents and attend workshops on a variety of topics. Kaleidoscope was attended by 2,010 employees in May 2013.

Receiving this recognition is incentive for the College to keep moving forward, to be an even more open and accessible employer, and to ensure employees' work experience at Algonquin College is rich and rewarding.



## In pursuit of continuous improvement

Insights gathered through the College's 2012 employee engagement survey have proven invaluable in shaping the vision for the College over the coming years. Preparations are now being made for the next survey, set for Fall 2014.



### Sharing unique learning experiences

Sixteen employees participated in the 2013 See-Earth program in Costa Rica, setting out to study and explore a tropical rainforest, complete educational programs at a biological reserve, and spend time in the local community — with the aim of building understanding of environmental stewardship and sustainability.

## AN EMPLOYEE ENGAGEMENT TIGER TEAM LEAPS INTO ACTION

More than 150 employees gathered in May 2013 to discuss key issues identified through the College's 2012 employee engagement survey. Following the forum, Algonquin struck a volunteer 'Employee Engagement Tiger Team' to develop recommendations for the College's Leadership Council to consider. The resulting action plan, presented at a second open forum in August, identified three priorities: increasing communications, celebrating success, and streamlining internal processes.

Based on the Tiger Team's report, actions underway include building a new employee web portal to serve as a single point for College employees to access information and collaborate, simplifying the process of nominating employees for College awards, automating the grade reporting and review process, and launching a series of workshops for College administrators in critical areas of communications and performance

management. Three workshops have already been delivered, building the foundation for a broader 'Management Academy' to be launched in Fall 2014 — a dynamic learning program where administrators will be able to explore, develop, enhance and align their skills with the College's strategic initiatives.

## SUSTAINABILITY ON CAMPUS

The College's Sustainability Strategy Framework outlines nine social, economic and environmental goals. It continued to guide decisions across the College's operations and academics in 2013–2014, allowing employees and students to see where their own individual contributions can make a difference.

More than simply offering a handful of 'green' courses, Algonquin College has added a vocational learning outcome (VLO) related to sustainability and internationalization to all of its Ontario College Credential programs. After piloting the initiative the previous year, the VLO was integrated into a much larger base of programs in 2013–2014.

## ENTREPRENEURIALLY INCLINED



Algonquin College actively encourages innovative, entrepreneurial behaviour. Professors in the Culinary Studies programs identified an opportunity to provide a hands-on learning experience to their students while also reducing the ecological footprint of their program. Rather than disposing of the residual fat generated when preparing dishes like duck confit or prime rib — a common practice in restaurants across North America — students are collecting, separating and processing the fat, turning it into one of seven varieties of all-natural soaps and cleaning products. Students are learning a variety of new skills in the process, including how to create the soap and market it to local vendors.



# 70

## Learning from each other

The annual Live.Laugh.Learn. Employee Retreat brought together 70 employees from across the College to share best practices and explore new ideas on employee engagement.

## DEVELOPING AND ENHANCING EMPLOYEE SKILLS

In 2013-2014, the Algonquin Leadership Mentoring Program paired employees interested in acquiring new leadership skills with mentors who engaged in reflective questioning, open dialogue, discussion of coaching strategies, guided reflection and focused learning conversations.

The Faculty Performance Development Program was launched as a pilot in 2013-2014 to recognize excellent faculty professional performance, providing faculty and administrators with a formal opportunity to discuss teaching practices, and to support collective accountability through judicious and evidence-based faculty performance. The program supports faculty in the pursuit of lifelong learning and professional growth based on the competencies outlined in the Professor of the 21st Century framework. The program provides faculty the opportunity to participate once within a three-year cycle, to develop a three-year professional development plan and to benefit from the information gathered across the previous three years.

Faculty also benefited from the revitalized Professor's Resource Site, which includes strategies for enhancing professional practice, designing engaging learning



environments, creating effective learning materials and applying technology in the classroom, all organized within the Professor of the 21st Century framework.

A total of 74 employees completed professional development programs offered by the Algonquin Leadership in Education Institute (ALEI), while 20 qualified full-time employees were also eligible for a cohort-based Master of Education program that started in January 2014. In addition, professional development was expanded across the College last year to better support faculty in the delivery of their hybrid courses, and to help them make better use of the College's learning management system, Blackboard.

## ATTRACTING TALENTED PROFESSIONALS

As part of the Human Resources department's mandate to showcase Algonquin College as a great place to work, the new Career Profiler website is a highly interactive, content-centric destination not only for existing employees but also for potential applicants seeking employment at the College. The site helps generate more interest in career opportunities at Algonquin College to increase the total number of job applicants, provide more accessible information about essential positions identified through succession planning, and demonstrate the diversity of the College's workforce.

## A COMMUNITY OF EXCELLENCE

Throughout the year, Algonquin employees received strong recognition for the excellence they brought to their work every day.

## EXTERNAL RECOGNITION

- Liz Babiak, Social Media Community Officer; Sophia Bouris, Marketing Officer; Phil Gaudreau, Communications Officer; and Lisa Roots, Professor, Police and Public Safety Institute received the IABC Ottawa Chapter Excel Award for Algonquin's successful Spread the Net campaign.
- The Applied Research and Innovation's Team Algonquin took top prize at Polytechnics Canada 2013 Student Applied Research Showcase with the 3D Voice Activated Dental Charting Software.
- Cat Baron, Coordinator, Community and Justice Services, Police and Public Safety Institute, was awarded the 2013 Ontario Volunteer Service Award for her work with youth and women at risk through organizations like the Elizabeth Fry Society.
- Business Development's Workforce and Personal Development team received the Electricity Human Resources Canada (EHRC), Innovation in Human Resources Practices/Educational category top prize for the Women into Electrical Engineering Technology (WEET) program.
- College Ancillary Services' New Technology Store received first place across four categories of the Campus Retail Canada Awards.
- Karen Davies, Dean, Pembroke Campus, was honoured with the Association of Canadian Community Colleges (ACCC) 2013 Bronze Award for Leadership Excellence for the revitalization of the local community with the new campus.
- Pat Durston, Nurse Practitioner and part-time Professor, Bachelor of Science in Nursing, Pembroke, was an athletics coach at the 2013 Provincial Summer Special Olympics Games in York, Ontario and part of the medical staff for Team Ontario at the Canadian National Summer Special Olympics in British Columbia.
- Pam Fitch, Professor, Massage Therapy, School of Health and Community Studies, completed the textbook: "Talking Body, Listening Hands".
- Nathan Greenfield, Professor, English, School of Media and Design, released his book "The Forgotten: Canadian POWs, Escapers and Evaders in Europe, 1939-45".
- Robyn Heaton, Chair, Media Studies, and Tess Porter, Professor and Coordinator, Police Foundations, were celebrated at the International Women's Week Dinner honouring everyday inspiring women.
- Eric Hollebone, Director, Marketing, received the Marketo Revvie Award for Marketing's use of Marketo to engage prospects and applicants, experiencing a 135 percent increase in conversion.
- Wayne McIntyre, retired Director of Student Support Services and Part-time Professor, School of Business, was awarded the People's Choice Award at the CTV Ottawa Amazing People of the Year Gala.
- Chris Melmoth, Coordinator and Professor, Outdoor Adventure Program (Pembroke Campus) completed his Master of Arts in Tourism Management at Royal Roads University, receiving the Chancellor's Award for the highest academic performance and British Columbia's Ministry of Tourism, Culture and the Arts, Tourism Management Research Award for his research paper on community-based ecotourism.
- Audrey Michaud and Amanda Racine, Purchasing, successfully achieved the Purchasing Management Association of Canada (PMAC) Buyer Certification.
- Marg O'Brien, Professor, Marketing and Management Studies, coached School of Business students AJ Abraham and Janice Ricketts to receive the Silver medal in Market Research at the 34<sup>th</sup> Annual Ontario College Marketing Competition (OCMC).
- Allison West-Armstrong, Counsellor, Centre for Students with Disabilities, was the Bronze recipient for the 2013 Association of Canadian Community Colleges (ACCC) Staff Excellence Award.

## 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 postsecondary learning experience. In 2013–2014, Algonquin College recognized the following people:

- Steve Griffith, Co-Coordinator, Mobile Application Design and Development
- Sarah Hall, Coordinator, Environmental Technician
- Kristen Hayes, Professor, Developmental Services Worker
- Debbie Laut, Coordinator, Community Employment Services
- Joe Mariani, Coordinator, Hospitality Management — Hotel and Restaurant
- Adriana Mello, Coordinator, Paralegal
- Jessica Sauve-Griffin, Professor, Child & Youth Worker
- Line Viau, Budget Officer, Applied Science and Environmental Technology

# 107

**107 Employee Award nominations were recorded in 2013–2014 — that's a record number of nominations among fellow employees.**

## Capital Educators' Awards

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrate public education in our community. The 2012–2013 Capital Educators' Award recipient was:

- Michael Wood, Professor, Introduction to Music Industry Arts, General Arts & Sciences

The 2013–2014 Capital Educators' Awards finalists included:

- Joe Banks, Coordinator, Journalism, School of Media and Design
- Patti Church, Part-time Instructor, Marketing and Management Studies, School of Business
- Michael Delgaty, Professor, Mathematics, School of Advanced Technology
- Doris Fiszer, Professor, English, School of Hospitality and Tourism
- Lou Di Millo, Coordinator, Introduction to Music Industry Arts, General Arts and Science
- Jason Glennon, Coordinator, Motive Power Technician, School of Advanced Technology
- Sherry Poirier, Professor, Nursing Studies, School of Health and Community Studies
- Michael Wood, Professor, Introduction to Music Industry Arts, General Arts & Sciences

## Students' Association Faculty 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 2013–2014 were:

- Barbara Leblanc, Coordinator, Bachelor of Science in Nursing (Pembroke Campus)
- Gerry Salisbury, Coordinator, Police Foundations (Perth Campus)
- Kimberly Bold, Professor, Massage Therapy
- Carlos Pereira, Professor, Early Childhood Education
- Lisa Gerrard, Professor, Police Foundations

## Students' Association Chris Warburton 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 at Algonquin. In 2013–2014, the recipients were:

- Don Moberg, Electrician and Sound Technician, Physical Resources
- Linda Malboeuf, Food Service Worker, Food and Beverage Operations

## Community Heroes

Algonquin College and the Ottawa Senators recognize outstanding community leaders in Eastern Ontario by showcasing recipients as "Community Heroes".

- Cat Baron, Coordinator, Community and Justice Services, Police and Public Safety Institute
- Fred Blackstein, Member, Algonquin College Board of Governors
- Cindy Bradley, Part-time Professor, School of Health and Community Studies
- Leigh Chapple, Professor, Journalism (posthumously)
- Robert C. Gillett, former President of Algonquin College
- Max Keeping, Member, Algonquin College Foundation Board
- Wayne McIntyre, retired Director of Student Support Services, Part-time Professor, School of Business
- Tess Porter, Coordinator and Professor, Police Foundations, Police and Public Safety Institute
- Russ Mills, Dean, Faculty of Arts, Media and Design
- Brenda Rothwell, Executive Director and Founder, Algonquin College Foundation
- Jackie Tenute, Aboriginal Counsellor, Student Support Services



## Honouring community leaders

Hockey Hall of Famer Brian "Killer" Kilrea received an Honorary Diploma and radio host Steve Madely joined community activists Luke and Stephanie Richardson in receiving Honorary Degrees from Algonquin College at its June 2013 Spring Convocation at Scotiabank Place.

## RECOGNITIONS AND AWARDS WITHIN THE COLLEGE

### Employee Awards

Employee Awards recognize the individuals and teams who make a valuable and much-appreciated contribution to the *Algonquin Experience*. Employees who demonstrate excellence and foster student success by applying the College values of caring, learning, integrity and respect are honoured with the following 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:

- Joanne DelDuca, Public Relations Officer, Advancement

#### 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:

- \* Cathy Yantha, Co-operative Education/ Employment/ Summer Jobs Service, Pembroke Campus

#### 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:

- Algonquin College Family Fun Day 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:

- \* Karen Coffey, *Accessibility for Ontarians with Disabilities Act (AODA)*/Diversity Advisor, Human Resources

### Diane 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:

- Chris Ryan, Professor, Forestry, Pembroke Campus

### 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:

- Rebecca Volk, Manager, Centre for Organizational Learning

### Laurent Isabelle Award

This award is given in recognition of excellence in teaching:

- David Bromley, Coordinator and Professor, Graphic Design, School of Media and Design

### Lifetime Achievement Award

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

- Linda Rees, Dean, Centre for Continuing and Online Learning

### President's Star Award

The President's Star Award is presented to employees who demonstrate a commitment to excellence in their role within the College community, regularly and consistently demonstrate outstanding service, and perform acts of significant merit. Recipients in 2013–2014 were:

- Gloria Abernethy, Norma Albert and Elaine Foster, Algonquin College Corporate Training
- Mark Bell, Richard Briginshaw, Greg Kenny, Andy Nita and Lachlan Oddie, Faculty of Technology and Trades, Algonquin College Solar Decathlon employee team

- Christine Berthelet and Christine Chatelain, Team Leads, Client Service Representative (CSR) Team, Registrar's Office
- Colin Bonang, Associate Director, Safety, Security and Emergency Management, Physical Resources
- Melissa Brasch, Clerk, Community & Student Affairs, Pembroke Campus
- Victor Buglar, John Hanson, Rudy Huber, Brian Kavanagh, Simon Legace, Don Moberg, Helmut Walter and Mike Weiser of the Physical Resources, Technical Services and Energy Conservation Team – Major Electrical Shutdown Project Team
- Diane Cardinal, Bursary Administrator, Financial Aid
- Joanne Chartrand, Client Service Officer, Registrar's Office
- Dale Chimirri, Parking, Lockers, Coin-Ops and Card Services, College Ancillary Services
- Anne Colterman and Yvonne Goebel, Part-time Professors, School of Business
- Joe Corkery, Caretaker, Physical Resources
- Albert Dudley, Curriculum Implementation Services
- Sheila Dumas, Lawrence Gravelle, Wayne Jones, Chad Lafreniere, Gerry Samson and Dwight Stiles, Maintenance Staff, Pembroke Campus
- Sean Edwards, Professor, School of Hospitality and Tourism
- Gabriella Fazekas and Lisa Limbeek, Payroll Administrators, Finance and Administration Services
- Sandra Fraser, Disabilities Counsellor, Centre for Students with Disabilities
- Flo Gauthier, Centre for Continuing and Online Learning
- Eli Glanz, Parking, Locker, Coin-ops, Card Services, Ancillary Services
- Suzanne Hartlin, Support Services Officer, Pembroke Campus
- Linda Joly, Food Service Worker, Food and Beverage Operations
- Paul LaHaise, New Technology Store, Ancillary Services
- Sandi Lalonde, Client Service Officer, Registrar's Office
- Patty Langille, Client Service Representative, Registrar's Office
- Mara Lowrey, Assistant Manager, Marketing, Ancillary Services
- Kathy Luengas-Santos, Receptionist, Police and Public Safety Institute

- Wayne McIntyre, Part-time Faculty, School of Business
- Raffaella Milito, Human Resources/Registrar's Office
- Charles Nixon, Technical Customer Service Agent, Information Technology Services
- Carmela Paz, Project Control Officer, Information Technology Services
- Sharon Rendle, Administrative Coordinator, Centre for Continuing and Online Learning
- Ram Sabotic, Senior Technologist, Information Technology Services
- Gerry Salisbury, Professor, Police Foundations, Perth Campus
- Judy Sayeau, Capital Assets Clerk, Finance & Administrative Services
- Balraj (Raj) Singh, Technical Client Representative, Information Technology Services (ITS)
- Kamal Singh, Client Service Officer, Registrar's Office
- Susan Tait, Executive Assistant to the Vice President, Human Resources
- Mark Tam, Information Technology Services
- John Tappin, Coordinator, Information Communications Technology, School of Advanced Technology
- John Tattersall, Director, Physical Resources
- Shelley Teskey, Inside Sales Representative, Recruitment
- Bobbi Truelove, Community Employment Services, Perth Campus
- Elizabeth Tyrie, Executive Assistant, Business Development
- Shelly Waplington, Student Success Specialist, Community and Student Affairs, Pembroke Campus
- Doug Wotherspoon, Executive Director, Advancement

## Measuring our performance

Algonquin has instituted a balanced scorecard approach to measuring its performance in relation to its four strategic pillars. Highlights for Employee Engagement include:

Measure	2012-2013	2013-2014	2016-2017
<b>Empowered People</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
Employee engagement	3.71	NA	4.00
Leadership training	3.44	NA	4.00

## PHILANTHROPY IN THE CLASSROOM



In 2013-2014, Algonquin College students and employees continued to show their generosity and support for a wide range of community causes:

- The Algonquin Spread the Net Student Club won the national *Spread the Net Student Challenge* competition for a second consecutive year. The Algonquin College community raised almost \$50,000 over the past two years as part of this competition
- Hairstyling students and faculty helped raise \$29,000 for the Ottawa Hospital Research Institute and the Children's Hospital of Eastern Ontario Research Institute through their participation in the Hair Donation Ottawa event
- Bachelor of Hospitality and Tourism Management students raised more than \$1,600 for Easter Seals Ottawa and more than \$2,500 for the Ottawa Food Bank
- Bartending students raised \$1,473 for the Ottawa Humane Society
- Event Management students raised over \$85,000 for Children's Wish Foundation
- Students from the Hotel and Restaurant program and the Baking and Pastry Arts program raised \$765 to support those affected by Typhoon Haiyan
- Students from the Developmental Service Worker program and the Fitness and Health Promotion program raised more than \$2,200 for the Childhood Obesity Foundation
- Police Foundations students raised more than \$3,055 for Christie Lakes Kids
- Community and Justice Services students raised \$2,400 for Operation Come Home through their participation in the 24 Hours of Homelessness event
- Social Service Worker students organized a celebrity wheelchair basketball game, raising more than \$3,000 for the Pembroke Regional Hospital MRI campaign

# FINANCIAL SUSTAINABILITY

Algonquin College seeks to define financial self-sufficiency for postsecondary institutions, aiming to align its funded operational expenditures with its provincial funding. The College seeks to increase its non-funded revenues and meet capital needs through strategic business partnerships, while maintaining a solid technological foundation.

## GOING GREEN AND SAVING MONEY WITH SIEMENS CANADA

Through an innovative partnership with Siemens Canada, Algonquin College will use less energy, address up to 25 percent of the current deferred maintenance liability, and provide new research opportunities for students. Launched officially in January 2014, the ESCO2 project is a large-scale, multi-year initiative examining renewable energy opportunities, power generation retrofits and other energy-efficient renovations. The contract will allow the College to complete numerous upgrades in the coming years, paid for over the course of a 20-year energy savings contract. The innovative venture is expected to save Algonquin College up to \$3.7 million in energy costs each year once all phases of the project have been completed.



## TRANSFORMING THE COLLEGE'S BUSINESS SYSTEMS

Algonquin College issued a request for proposals (RFP) in March 2014 to prospective vendors for Project Fusion, the renewal and integration of software platforms for human resources, finance and payroll operations. In 2013–2014

the College completed the plan for the Enterprise Resource Planning (ERP) strategy that involves six business pillars: Customer Relationship Management (CRM), Financial Resource Management (FRM), Human Resource Management (HRM), Student Information System Management (SIS), Business Intelligence (BI) and Learning Management System (LMS).



### Beating the benchmarks

In 2013–2014, Algonquin College exceeded the financial health indicator benchmarks for Ontario colleges across four areas: debt management, operations/surplus, net assets and liquidity.



## Promoting entrepreneurship

The College began to phase in a Responsibility Center Management (RCM) governance and management model last year, aiming to establish modern business practices that encourage growth and entrepreneurial decision-making by allowing employees to use College resources in innovative ways.

The ERP strategy will modernize information flows throughout the College's administrative departments and enable the entire student and client experience to be re-imagined — improving employee engagement and strengthening its financial sustainability.

One of the first phases of the College's ERP renewal strategy, Project Fusion, combines human resources, finance and payroll software into a unified solution with a much higher level of user engagement, operational collaboration and strategic analysis capability. As a second phase, the College has shown significant progress in its implementation of its Customer Relationship Management (CRM) system, managing the College's communications and interactions with students. The College has chosen Salesforce to organize, automate, gather and analyze information about interactions with students from recruitment, through admissions, student and technical support services, to alumni management.



Working under this framework, the College conducted an extensive number of business-transformation activities in 2013-2014, including:

- Generating 30 enterprise-level reports that replaced 20 manual processes, with the continued use of business intelligence capabilities
- Automating paper-based timesheet processes to greatly reduce the time required to manage part-time payroll
- Migrating five Academic Upgrading processes to an online SharePoint environment and digitizing more than 1,800 paper transactions to improve accuracy and efficiency
- Having Academic Referral Advisors adopt the Salesforce platform, enabling the recording of client interactions for improved service
- Expanding the use of Laserfiche, an electronic document storage and retrieval system, to help enhance and streamline operations in the Registrar's Office
- Initiating a multi-year project to modernize the collection and reporting of student enrolment data to Statistics Canada and the Ministry of Training, Colleges and Universities
- Receiving Payment Card Industry (PCI) security certification to further protect credit card handling throughout the College



### One of Canada's top campus stores

The New Technology Store earned the top prize in four categories at the Campus Retail Canada Awards:

- Top Sales-to-Student Ratio
- Top Partner Sales
- Largest Partner Sales Increase (%)
- Largest Partner Sales Increase (\$)

### EXPANDING OPPORTUNITIES IN CORPORATE TRAINING

Over the course of the year, Algonquin College Corporate Training (ACCT) continued to pursue opportunities to create exceptional education and development opportunities while increasing College revenues through its corporate training and professional development offerings. The College delivered corporate training and professional development services to more than 300 organizations and 3,100 employees in Eastern Ontario, including more than 100 of its own employees. The National Account Manager Strategy implemented for the federal government last year will continue to expand the delivery of ACCT, addressing the needs of Ottawa's largest industry and single largest employer.

The International Education Centre (IEC) extended the reach and influence of the College offshore with its international partnerships. Last year, the College delivered curricula internationally at Manav Rachna International University (India), Algonquin College (Kuwait), Hotelski Educativni Centar (Montenegro), AC-Saudi Arabia (Saudi Arabia), and Jiangsu Maritime Institute (China). The Centre's educational projects heightened the College's reputation abroad and contributed to the College's continued success and sustainability. These international projects included the Education for Employment Project in Tanzania and initiatives with the Korea National University of Education.

## A STRATEGIC APPROACH TO ANCILLARY SERVICES

Following extensive consultations with Algonquin College students, employees and leaders — as well as external research to identify industry trends and progress at other postsecondary institutions — Ancillary Services completed its strategic plan for 2014–2019. This document will provide a framework for delivering more convenient, interactive and enjoyable parking, food, retail, residence and print experiences to the College community.

This past year also saw the opening of Food Services' long-awaited Tim Hortons franchise on the Ottawa Campus, providing an additional source of revenue for the College.

## Measuring our performance

Algonquin has instituted a balanced scorecard approach to measuring its performance in relation to its four strategic pillars. Highlights for Financial Sustainability include:

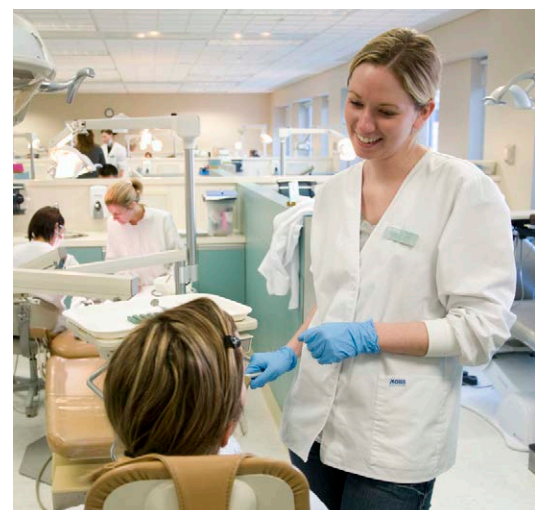
Measure	2012–2013	2013–2014	2016–2017
Financial Sustainability	Actual	Actual	Target
Retention rate	86.5%	86%	89%
Enrolment (PSE and others)	19,517	19,853	21,107
Enrolment (Online – FTE equivalents)	2,613	3,940	3,500
Enrolment (PSE international – FTE equivalents)	976	1,138	1,400
Enrolment (PSE – mobile)	38%	82%	100%
Number of organizations served through Corporate Training	296	306	425
Alternative revenues	29.1%	30.0%	32%
Cash, in-kind contributions and returns from alternative financing	\$4.6M	\$3.05M	\$10M
College data accessible through a common BI portal	15%	50%	100%
Availability of wireless network to all stakeholders	99%	95%	99.9%
Availability of College networks and Internet access		98%	99.9%

## BUILDING INNOVATIVE BUSINESS PARTNERSHIPS

In 2013–2014, 124 Algonquin College programs used eTextbooks, in a downloadable, electronic format. Algonquin College partnered with Pearson Publishing, Wiley, McGraw Hill and Nelson Publishing to build on the eTextbook pilot initiative of January 2013, which connected digital eResources to 750 students across six programs. In 2013–2014, Phase II expanded the initiative to include 34 programs with approximately 3,500 students using eTextbooks in a downloadable, electronic format. Pearson textbooks are being used by the School of Technology and Trades, seamlessly integrated into the Blackboard operating system with

CourseSmart and Nelson, while Wiley and McGraw Hill textbooks are used by the School of Business and Event Management students with Vital Source. The successful expansion of this program has been made possible through a business model developed in partnership with the publishers of educational textbooks, digital products and teaching materials.

## PROFICIENT LEADERSHIP



Collaboration is a key component of proficient leadership. Algonquin College's spirit of collaboration was on display at the Polytechnics Canada 2013 Applied Research Showcase, where a team of Algonquin College students and faculty won first prize for their project that replaces paper-based charting processes for dental records with a voice-activated system that develops a 3D representation of a patient's teeth in real time. With the strong leadership and commitment to success of the Applied Research and Innovation Health and Wellness Research Centre, Team Algonquin was the first college to win this prestigious national competition on two occasions.

# ALGONQUIN COLLEGE FOUNDATION

Clarifying and expanding fundraising focus, enriching donor relations, enhancing alumni relations, promoting employee involvement, and integrating fundraising into College plans and activities, the Algonquin College Foundation enables the growth and enrichment of the College.

## SETTING DIRECTION FOR THE NEXT 10 YEARS

The Algonquin College Foundation celebrated its 10th anniversary in Fall 2013. In that time, it has raised \$30 million for the College — completing a number of major capital campaigns in the past few years and shepherding the College's Endowment Fund beyond the \$20 million mark.

Last year, the Foundation set its sights on the next 10 years, conducting an environmental scan to identify best practices among Ontario colleges and universities, and capturing the priorities and insights of College employees to develop its forward plans.



## REACHING OUT TO ALUMNI

Alumni were a key focus last year. The Foundation conducted the College's largest alumni survey ever during the summer of 2013, reaching out to 40,230 alumni (of over 150,000 alumni) with contactable email addresses for the purposes of the survey. The findings were clear: graduates are proud to have attended Algonquin — and want to remain connected in some capacity.

## ALUMNI ENGAGEMENT

- Alumni Satisfaction Rate established at 86%
- 77% of alumni with contactable information live in Ottawa and surrounding area
- 82% of contactable alumni are between 30–59 years of age
- 90% alumni attribute rate of Algonquin with being known for hands-on learning



### Celebrating student volunteers

In collaboration with Alumni Relations and Student Support Services, the Algonquin College Foundation hosted the third annual Volunteer Appreciation Gala, an evening honouring students who have given their time generously to the Ottawa and Algonquin College communities.



### Keeping alumni connected

The Algonquin College Alumni Relations team published four issues of its AlumNet eNewsletter last year, keeping graduates informed about developments at the College and among their fellow alumni.

The Alumni Relations team will use these findings to enhance its services, focusing specifically on giving graduates more information about networking and volunteer opportunities, alumni benefits, and online and continuing education offerings.

Algonquin College alumni are prominent ambassadors of the College, proving the value of their education through their successes. Six Algonquin College alumni were nominated for the annual Ontario Premier's Awards in 2013:

- Jith Paul, President, Treepot Media
- Veronique Rivest, Independent Sommelier and Wine Writer
- Steve Barkhouse, Owner and President, AMSTED Construction
- Terri Strawn, Professor, Dental Hygiene, Durham College and Georgian College
- Collin Douma, Global Account Lead, OMD Worldwide
- Jason Blaine, Country Music Recording Artist

Algonquin College celebrated alumni achievements at several events in 2013-2014, including the Alumni Night at the Canadian Tire Centre, where President Kent MacDonald and 130 graduates cheered on the Ottawa Senators.

### SCHOLARSHIPS AND STUDENT SUPPORT

Many Algonquin students depend on the financial support of community-sponsored awards, bursaries and scholarships. Since the Foundation's inception, more than 6,000 students have received bursaries from the Algonquin College Foundation to complete their studies. In 2013-2014, the Foundation distributed more than \$956,796 in bursaries to some 1,152 students.

Al Lee, a graduate of the College's Automotive Service Management program in 1977, contributed a new scholarship last year for the Automotive Service Technician Apprenticeship program. Mr. Lee's 34-year career at Jack May Chevrolet has been marked by his ongoing support of young technicians in furthering their educations; the new Al Lee Scholarship furthers that legacy.

The Lee family was also responsible for another notable milestone last year, with Al's granddaughter, Brittany, becoming the first third-generation Algonquin College graduate. Brittany graduated from the Baking and Pastry Arts program in 2013. Her father, Rich, is Al's son and a 1990 graduate of the Business Administration-Accounting program.

# \$20.8M

### A Strong History

Between 2003 and March 31, 2014, the Foundation team grew the endowment fund portfolio from 16 funds and a combined value of approximately \$1.6M, to 283 funds with a market value of \$20.8M. The team also secured over \$3.48M in gift-in-kind donations; and over \$8.77M cash donations in support of capital projects such as the College's three expansion projects.

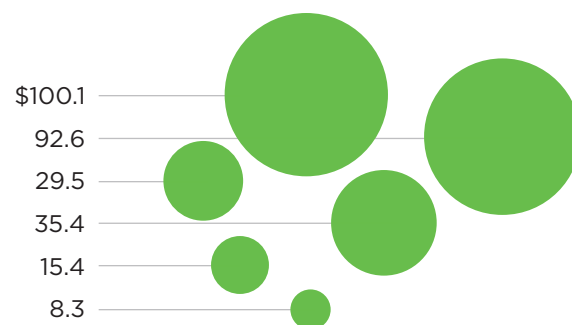
# FINANCIAL REPORT

## YEAR ENDED MARCH 31, 2014

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/)

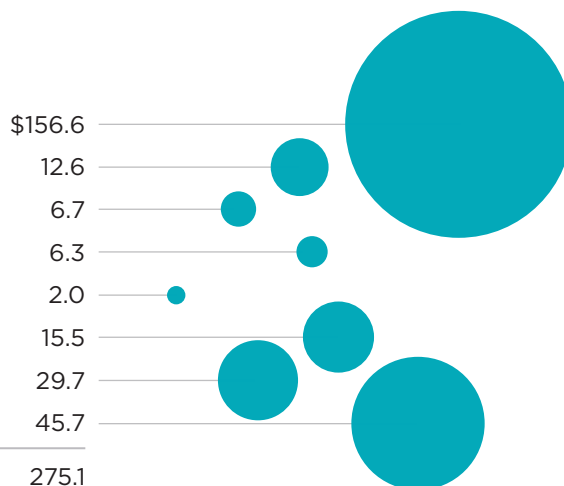
### Revenue

Grants and reimbursements	\$100.1
Student tuition fees	92.6
Contract educational services	29.5
Ancillary services	35.4
Other	15.4
Amortization and write-off of deferred capital contributions	8.3
	<b>\$281.3</b>



### Expenditures

Salaries and benefits	\$156.6
Building maintenance and utilities	12.6
Instructional supplies and equipment	6.7
Bursaries and other student aid	6.3
Interest	2.0
Amortization and write-off of capital assets	15.5
Ancillary services	29.7
Other	45.7
	<b>275.1</b>
Change in vacation, sick leave and post-employment benefits liabilities	(0.96)
	<b>\$274.1</b>
Excess of revenue over expenses	<b>\$7.2</b>



\* Expressed in millions of dollars

# BOARD MEMBERS AND SENIOR MANAGEMENT

## Board of Governors Appointment Process

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 according to a matrix of needs (e.g., skills, diversity, gender representation) and assessment including qualifying interviews to evaluate skills and willingness to serve and to 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>Jim McIntosh</b>	Chair	September 1, 2010	August 31, 2015
<b>Doug Orendorff</b>	Vice Chair	September 1, 2008	August 31, 2014
<b>Kathryn Leroux</b>	Chair, Governance Committee	September 1, 2011	August 31, 2016
<b>Denise Amyot</b>	Past Chair, Governance Committee	September 1, 2010	June 30, 2013
<b>Fred Blackstein</b>	Chair, Academic & Student Affairs Committee	September 1, 2012	August 31, 2016
<b>Nancy Cheng</b>	Chair, Audit & Risk Management Committee	September 4, 2012	August 31, 2015
<b>Jeanine Chiasson</b>	Support Staff Representative	September 1, 2011	August 31, 2014
<b>Lynne Clark</b>	Governor	September 1, 2011	August 31, 2015
<b>Michael Dunlop</b>	Past Chair	September 1, 2008	June 30, 2013
<b>Barbara Farber</b>	Governor	September 1, 2010	August 31, 2014
<b>Kyrylo Kasyanenko</b>	Student Governor	September 1, 2012	August 31, 2015
<b>Louis Lamontagne</b>	Governor	September 1, 2010	August 31, 2015
<b>Kent MacDonald</b>	President		
<b>Shawn McBride</b>	Academic Representative	September 1, 2012	August 31, 2015
<b>Peter Nadeau</b>	Governor	September 1, 2013	August 31, 2016
<b>John Owens</b>	Governor	September 1, 2008	August 31, 2014
<b>Andrew Pridham</b>	Administrative Representative	September 1, 2011	August 31, 2014
<b>Mark Sutcliffe</b>	Governor	September 1, 2011	August 31, 2016
<b>Michael Waters</b>	Governor	September 1, 2013	August 31, 2016

## ALGONQUIN COLLEGE FOUNDATION BOARD OF DIRECTORS, 2013-2014

### Executive

<b>Michael Tremblay</b>	(Chair), Vice President (Public Sector), Microsoft at Canada
<b>Leslie Coates</b>	(Vice Chair), President, Highlight Travel & Cruises
<b>Sal Iacono</b>	(Past Chair), Senior Vice President (Retired), Bell Canada
<b>Wayne French</b>	(Secretary), Director of Public Affairs, Waste Management of Canada
<b>Duane McNair</b>	(Treasurer), Vice President (Finance and Administration), Algonquin College
<b>John Owens</b>	(Representative, Algonquin College Board of Governors), Branch Manager, Revay and Associates Limited
<b>Dr. Kent MacDonald</b>	President, Algonquin College

### Directors

<b>Rena Bowen</b>	Nursing Inspector, Ministry of Health and Long-Term Care
<b>Michael Dunlop</b>	President, MGD Capital Corporation
<b>Eric Kalbfleisch</b>	Sales Representative, Royal LePage Team Realty Brokerage
<b>Max Keeping</b>	Broadcast Executive (Retired)
<b>Deneen Perrin</b>	Director of Public Relations, Fairmont Chateau Laurier
<b>Sherline Pieris</b>	(Representative), President, Algonquin College Students' Association
<b>Vasilios Sioulas</b>	Regional Director, Skyline Commercial Management
<b>D. Randy Tivy</b>	Vice President, CBOMC; Partner, Collins Barrow Ottawa LLP
<b>Jeff Turner</b>	Community Volunteer and 2011 Alumnus of the Year
<b>Rod Vanier</b>	Partner, Landry, Vanier & Associates
<b>Rodney Wilson</b>	Director of External Research, Ciena

## ALGONQUIN COLLEGE ALUMNI ADVISORY COMMITTEE, 2013-2014

<b>Rena Bowen</b>	(Chair), Nursing Inspector, Ministry of Health and Long-Term Care
<b>Kerry Durant</b>	Director of Care, The Royale Retirement Residence
<b>Michel Gauthier</b>	Director, Flora Niagara 2017
<b>Alex Hosselet</b>	Manager, Strategy, Sochal Group
<b>Wayne McIntyre</b>	Retired Director of Student Support Services and Part-time Professor, School of Business
<b>Kathy Prescott</b>	Application Support Specialist, Renfrew County District School Board
<b>Kelly Rusk</b>	Senior Account Executive, Banfield Seguin
<b>Laura Spragge</b>	Communications Officer, Canadian Association of Interns and Residents
<b>Jason Tudor-Roberts</b>	Athletic Program Coordinator, City of Ottawa
<b>Pat Whalen</b>	Owner, Extension Marketing

## PRESIDENT'S COUNCIL 2013-2014

President and CEO	<b>Kent MacDonald</b>
Vice President, Academic	<b>Claude Brulé</b>
Vice President, Finance and Administration	<b>Duane McNair</b>
Vice President, Human Resources	<b>Gerry Barker</b>
Vice President, Student Services	<b>Laura Stanbra</b>
Executive Director, Advancement	<b>Doug Wotherspoon</b>

## COLLEGE LEADERSHIP COUNCIL 2013-2014

### Academic

Academic Development	<b>Jo-Ann Aubut</b>
Faculty of Technology and Trades	<b>Chris Janzen</b>
Faculty of Health, Public Safety and Community Studies	<b>Barbara Foulds</b>
Faculty of Arts, Media and Design	<b>Russell Mills</b>
School of Business	<b>Peter Fortura</b> (Acting)
School of Hospitality and Tourism	<b>Michel Savard</b>
Algonquin College Heritage Institute	<b>Dave Donaldson</b> (Acting)
Algonquin College in the Ottawa Valley	<b>Karen Davies</b>
Centre for Continuing and Online Learning	<b>Linda Rees</b>

### Administrative

Academic Operations and Planning	<b>Doug Ouderkirk</b>
Algonquin College Foundation	<b>Brenda Rothwell</b>
Applied Research and Innovation	<b>Mark Hoddenbagh</b>
College Ancillary Services	<b>Brent Brownlee</b> (Acting)
Business Development	<b>Joe Ranieri</b> (Acting)
Finance and Administrative Services	<b>Cathy Dempsey</b>
Information Technology Services	<b>Michael Gawargy</b>
International Education Centre	<b>Ernest Mulvey</b>
Labour Relations	<b>Diane McCutcheon</b>
Learning and Teaching Services	<b>Glenn MacDougall</b>
Marketing	<b>Eric Hollebone</b>
Physical Resources	<b>John Tattersall</b>
Registrar	<b>Jeff Macnab</b>
Community Partnerships & Engagement	<b>Jennifer Daly-Cyr</b> (Acting)
Sales and Student Recruitment	<b>Peter MacKie</b>
Student Support Services	<b>Shelley Styles</b>
Workforce and Personal Development	<b>Denyce Diakun</b>

## CHAIRS COUNCIL 2013-2014

Office of the Vice President Academic	<b>Claude Brulé</b> (Chair) <b>Nancy Makila</b>
Academic Development	<b>Margaret Cusson</b> <b>Harpreet Singh</b>
Faculty of Arts, Media and Design	<b>Robyn Heaton</b> (Co-Chair) <b>Peter Larock</b> <b>Claire Snasdell-Taylor</b> <b>Sherryl Fraser</b>
Faculty of Health, Public Safety & Community Studies	<b>Joan Degan</b> <b>Michelle Morley</b> <b>Marlene Tosh</b> <b>Jane Trakalo</b> <b>Peter Fitzpatrick</b>
Faculty of Technology & Trades	<b>Chris Hahn</b> <b>Andrew Pridham</b> <b>Eric Marois</b> <b>David Thibodeau</b> (Acting) <b>Rebecca Trueman</b>
School of Hospitality and Tourism	<b>Altaf Sovani</b> <b>Michael Bakogeorge</b>
School of Business	<b>Peter Fortura</b> <b>Jim Kyte</b> <b>Lisa Taylor</b>
Language Institute	<b>Silvia Garcia</b>
Learning and Teaching Services	<b>Larry Weatherdon</b> <b>Farbod Karimi</b>
Algonquin College Heritage Institute	<b>Brian Duffy</b>
Algonquin College in the Ottawa Valley	<b>Murray Kyte</b> <b>Megan Conway</b>
Centre for Continuing & Online Learning (Academic Managers)	<b>Lorna Brigden</b> <b>Debra Clendinneng</b> <b>Sandra Larwill</b> <b>Pat Lychak</b> <b>Fiona Murray</b>

## KEY PERFORMANCE INDICATOR (KPI) PERFORMANCE REPORT

The provincial government requires all colleges to gather and report on five Key Performance Indicators (KPIs): student satisfaction, graduate satisfaction, employer satisfaction, graduate employment rate, and graduation rate.



The KPI results are published every year by Colleges Ontario, which is the advocacy and outreach association of Ontario's 21 Colleges of Applied Arts and Technology and three Institutes of Technology and Advanced Learning. For consistency and reliability, a common methodology is used to administer the data and calculate the results. Each indicator is measured on its own timeline. For the 2013–2014 academic year, the KPI data was collected from college audiences as follows:

- Student satisfaction: students in June 2013, November 2013 and February 2014
- Graduate satisfaction: graduates six months after 2012–2013 graduation
- Employer satisfaction: employers who hired 2012–2013 graduates
- Graduate employment rate: graduates six months after 2012–2013 graduation
- Graduation rate: students who started one-year programs in 2011–2012, two-year programs in 2009–2010, three-year programs in 2007–2008, and four-year programs in 2006–2007, and who had graduated by 2011–2012.

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)

# 93.9%

**Local and national employers are extremely satisfied with the quality of our grads**

Employer satisfaction with their hires of Algonquin graduates reached 93.9% in 2013-2014.

## STUDENT SATISFACTION



# 80.7%

The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to, student responses 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
- Quality of College services

## GRADUATE SATISFACTION



# 80.2%

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


## EMPLOYER SATISFACTION



# 93.9%

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

## GRADUATE EMPLOYMENT



# 85.1%

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

## GRADUATION RATE



# 64.2%

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 periodic absences from their studies, complete their program on a part-time basis or have to repeat courses, thereby delaying their date of graduation.

# 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 2013-2014 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/>

Chair			
	Kenneth Hill	Sep 2013	Aug 2014
Academic Staff			
Algonquin Centre for Construction Excellence	Kenneth Hill	Nov 2012	Aug 2014
School of Advanced Technology	Gerald Hurdle	Sep 2012	Aug 2014
School of Business	Colette Garvin	Jan 2013	Aug 2014
School of Health and Community Studies	Kathy Storen	Sep 2011	Aug 2015
School of Hospitality and Tourism	Mario Ramsay	Sep 2013	Aug 2015
School of Media and Design	Stephen Heckbert	Sep 2012	Aug 2014
General Arts and Science	Leslie Wyman	Sep 2013	Aug 2015
Career and Academic Access Centre	Shelley Charlong	Sep 2013	Aug 2015
Language Institute	Jennifer Lloyd	Sep 2013	Aug 2015
Police and Public Safety Institute	Jack Wilson	Sep 2013	Aug 2015
Algonquin College in the Ottawa Valley	Michelle Osmond	Jan 2012	Aug 2014
Heritage Institute	Rod Bain	Sep 2013	Aug 2015
Counsellors	Alison West-Armstrong	Sep 2010	Aug 2014
Librarians	Maureen Sheppard	Sep 2012	Aug 2014
Support Staff			
	Deborah Buck	Sep 2013	Aug 2015
Students			
Vice President, Students' Association	Krishna Stanton	May 2013	Apr 2014
Director, Students' Association	Mackenzie Campbell	May 2013	Apr 2014
Director, Students' Association	David Wilson	May 2013	Apr 2014
Centre for Organizational Learning			
	Rebecca Volk	Sep 2011	Aug 2014
Past Chairs			
	Enrico de Francesco	Sep 2013	Aug 2014
Dean			
Faculty of Arts, Media and Design	Russ Mills	Sep 2010	Aug 2014
Chair			
Allied Health	Joan Degan	Sep 2012	Aug 2014
Ex-officio Members			
Vice President, Academic	Claude Brulé		
Vice President, Student Services	Laura Stanbra		
Registrar	Jeff Macnab		

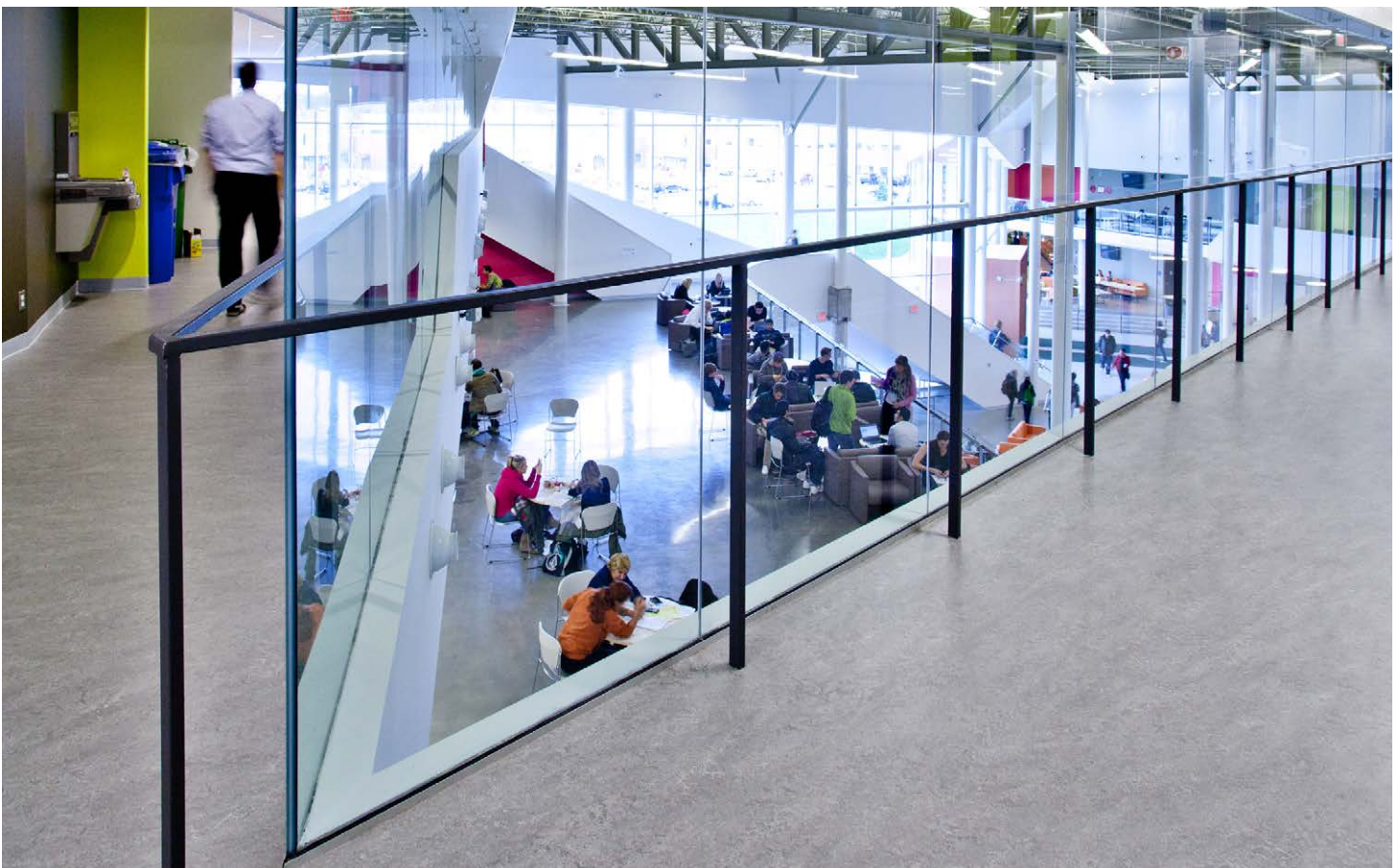
## SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

For the period April 1, 2013 — March 31, 2014, 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

## MULTI-YEAR ACCOUNTABILITY AGREEMENT REPORT BACK

The Ministry of Training Colleges and Universities (MTCU) annual Multi-Year Accountability Agreement (MYAA) Report Back continues to provide the government with a tool for publicly reporting on the performance of Ontario postsecondary institutions on the principles of access, quality and accountability, which were articulated under Reaching Higher. The 2013–2014 MYAA Report Back will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at [www.algonquincollege.com/reports/](http://www.algonquincollege.com/reports/)



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  
In-Person 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