



**ALGONQUIN**  
COLLEGE

**2014  
2015  
ANNUAL  
REPORT**



## 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

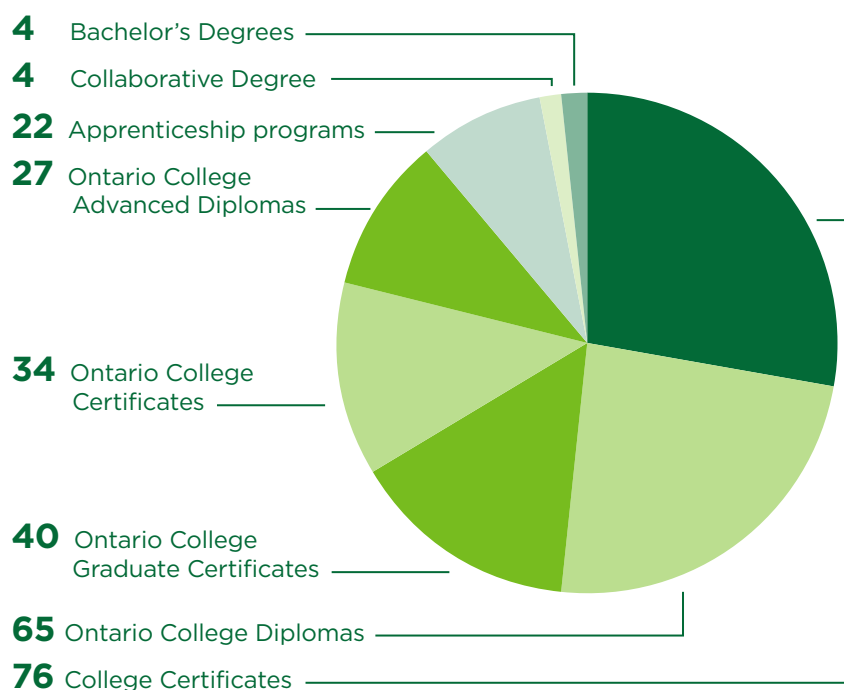
We value the dignity and uniqueness of the individual.  
We value equity and diversity in our community.

# COLLEGE AT A GLANCE | 2014-2015

**Algonquin College** is one of 11 Polytechnics in Canada, with programs ranging from apprenticeship to baccalaureate degrees.



## 272 Programs



## Of these programs, for 2014-2015:

- 31** offer cooperative education (mandatory or optional),
- 58** are offered part-time online, with 4 additional programs offering the first year online part-time
- 16** are offered full-time online, with 4 additional programs offering the first year online.

## Students



**42,964** Continuing Education (CE) Registrations\*



**21,106** Full-time Students



**2,301** Apprentices



**1,640** International Students



**1,550** Part-time students

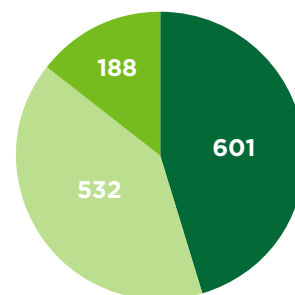


**873** English-as-a-Second Language (ESL) Students

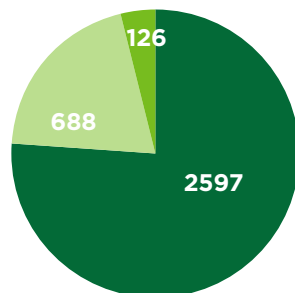
\* [Includes 21,147 Distance Education (DE) registrations]

## Employees

### 1321 Full-time Employees



### 3411 Part-time Employees



■ Administrative Staff  
■ Support Staff  
■ Faculty

# Algonquin College Abroad

## International Partnerships

China, India, Montenegro,  
Kuwait, Saudi Arabia

## Articulation Agreements

439 articulation agreements with 30  
post-secondary institutions around  
the world

# Campus locations:



Ottawa  
Pembroke  
Perth  
Jazan  
Online

## Our Strategic Pillars

### APPLIED EDUCATION AND TRAINING

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

**#1 Canadian Research  
Colleges** for the total  
number of applied research  
projects and total number of  
students included in  
research projects through  
2014-2015.



#### eTextbooks for all

10,000 students downloaded  
electronic textbooks for their  
courses in Fall 2014. Algonquin  
College has found that earlier  
access to electronic texts on  
the first day of class continues  
to improve students' chances  
of course success. In 2014,  
failure rates dropped and  
achievement increased year  
over year.

#### Education for the world

Algonquin College's campus  
in Jazan, Saudi Arabia,  
graduated its first cohort of  
students last year answering  
a local need for world-class  
English-language post-  
secondary education.



### STUDENT AND CLIENT SUCCESS

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



#### Giving access, giving support

Counselling Services  
supported 2,100 students  
and hosted more than 100  
workshops on stress  
management, mental health  
awareness and more.

#### Proactively helping students

The Registrar's Office  
chose to proactively reach  
out to more than 3,000  
students this year by calling  
them on the telephone to  
let them know about  
available support services  
at our College.

### EMPOWERED PEOPLE

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

**2x Top Employer**  
in the National  
Capital Region.



**Successful pilot of myAC  
portal** for better  
communication and  
collaboration inside  
the College.



#### Inspiring leadership

The Algonquin College  
Leadership in Education  
Institute, Leadership  
Mentoring Program and  
Management Academy help  
employees develop the  
leadership skills needed in  
a dynamic academic  
environment in 2014-2015.

### FINANCIAL SUSTAINABILITY

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

**Updated risk management  
framework.**



#### Sustainable transportation

bike repair stations deployed;  
new stops for bus Route 118;  
U-Pass agreement signed  
between Algonquin College  
Students' Association and  
OC Transpo.

#### Strategic and sustainable

Algonquin College is on  
course to save \$3.2 million a  
year in energy costs thanks  
to its innovative 20-year  
Energy Savings Contract  
(ESCO) with Siemens  
Canada.

## Key Performance Indicators

**80.2%**

**Student  
Satisfaction**

**79.4%**

**Graduate  
Satisfaction**

**88.7%**

**Employer  
Satisfaction**

**85.4%**

**Graduate  
Employment**

**64.5%**

**Graduation  
Rate**







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# MESSAGE FROM THE CHAIR, BOARD OF GOVERNORS



The purpose that led to the creation of Algonquin College more than 40 years ago is the same one that drives it today: to give the broadest array of learners access to the widest possible range of post-secondary education and career development opportunities.

Looking back on 2014-2015, I believe Algonquin College has never been more accessible. Digital technologies, applied research opportunities and a community that extends from the Ottawa Valley to the other side of the world are just some of the ways our connections to learners, partners and employers have multiplied.

## **ACCESSIBLE, INNOVATIVE AND CONNECTED**

The Board of Governors is committed to ensuring the College remains accessible, innovative and connected. We held five regular meetings and two day-long retreats last year — a change to our schedule that afforded greater opportunities for Board member education and meaningful dialogue and discussion of strategic issues.

We also made a number of structural changes, including the creation of two new committees. The Academic and Student Affairs Committee is a forum for ongoing discussions about College programming, while an Ad Hoc Committee now gives us the flexibility to focus on priority issues. Last year, the Ad Hoc Committee concentrated on technology being developed to enhance the College's sector-leading eTextbook initiative.

## **A NEED FOR ENTREPRENEURIAL CREATIVITY**

One persistent issue, of course, is the fiscal reality within which the College currently operates, with declining grant funding and changing demographics shifting enrolment patterns. Yet Algonquin College continues to identify opportunities within that reality for operating more efficiently, unlocking new, non-funded sources of revenue, and stimulating the entrepreneurial creativity of all employees.

**“Looking back on 2014–2015, I believe Algonquin College has never been more accessible. Digital technologies, applied research opportunities and a community that extends from the Ottawa Valley to the other side of the world are just some of the ways our connections to learners, partners and employers have multiplied.”**

An area of opportunity for long-term financial sustainability is building up the College’s international educational business, both onshore and offshore. Here in Canada, Algonquin College saw substantially higher numbers of international enrolments in both Fall 2014 and Winter 2015. The Board of Governors approved the College’s International Strategy in 2014 and welcomed the decision to create a new Vice-President of International and Strategic Priorities position.

## **REACHING OUT TO OUR COMMUNITIES**

The recruitment of Cheryl Jensen to the office of the President was, of course, another key activity of the Board in 2014. Identifying the right candidate for that crucial position is an elaborate process, and we are very pleased with the outcome. Cheryl has the college system experience and the get-it-done attitude required for a dynamic institution like Algonquin College to continue to flourish.

I want to thank all my fellow Board members — including new additions James Brockbank, Dr. James Robblee and Kelly Sample as well as internal Governors, Sherryl Fraser and Pam Auchterlonie — for their dedication and service to the College over the course of the year. As I look to the end of my term as Chair, I am excited for the College, its employees and students. This institution’s unique openness and accessibility to the communities it serves create opportunities and partnerships that will continue to redefine post-secondary education in Ontario for years to come.



**James McIntosh**

Chair, Board of Governors

# MESSAGE FROM THE PRESIDENT



As a long-time admirer of Algonquin College, it was an absolute privilege for me to be appointed President eight months ago. This College has a national reputation for quality programs and innovative thinking. Over the course of 2014-2015, I have found that reputation to be fully deserved.

A college is not an island: it is a member of a community. It serves the needs of that community and provides opportunities for the people in its community. All of which require a college to be open, connected — accessible.

## A DIVERSITY OF STUDENTS AND PROGRAMS

Algonquin College is decidedly that. With our mandate as one of 11 polytechnics in the country, we offer a wide range of programs from apprenticeships to certificates to degrees. We provide opportunities for freshly minted high-school graduates and seasoned professionals. We place more than 2,000 apprentices a year. We meet the needs of a truly diverse student body, individuals who all deserve lifelong career success and rewarding lives of personal accomplishment.

The highlights from the year in this annual report show that commitment to 'access' at work: giving all students access to flexible, affordable course materials through our eTextbook initiative; giving Aboriginal students access to culturally sensitive learning by signing a commitment to Indigenous education; giving employees access to leadership development opportunities; giving other countries access to the same quality of post-secondary education we enjoy here in Ontario.

## NEW THINKING TO DELIVER BETTER SERVICES

Staying accessible in challenging economic times — and keeping on top of what our stakeholders need access to — demands creativity, resiliency and collaboration. We need new thinking to deliver better services with smaller budgets, especially as we saw this year the anticipated impact of demographic changes that will affect enrolments for years to come. We recognize the need to stay focused on strategic enrolment management and student retention.

**“A college is not an island: it is a member of a community. It serves the needs of that community and provides opportunities for the people in its community. All of which require a college to be open, connected — accessible.”**

We also need to ensure our efforts remain focused. One of my first activities on joining Algonquin College was to hold a listening tour, hearing our people's priorities and concerns. From that, we struck three new task forces to concentrate, respectively, on strategic enrolment management, employee relations and process improvement.

## **A LAUNCHPAD FOR THE NEXT GENERATION**

To support the College's aim of preparing graduates for a world of digital work, I established a Vice President of Digital Technologies and Innovation position last year. We expect the role to be filled by summer 2015. We are also engaged in a consultative process to develop a new Digital Strategy for the College. This will link directly to a new five-year Strategic Plan, as our current plan is coming to an end in 2017. Consultations are underway for the development of that master document, which will take us forward to 2022.

I would like to thank everyone for being so welcoming and for their dedication throughout the year, and in particular our outgoing Board Chair, James McIntosh, for his excellent leadership and commitment during a very busy time for the College.

Looking ahead, our College will continue to be open, engaged and accessible — providing the launchpad for the next generations of entrepreneurs and visionaries driving change and new ideas in government, community service, education, healthcare and every aspect of business. Wherever they come from, whatever their dreams, we want those people to be able to say, “And it all started for me at Algonquin College.”



Cheryl Jensen  
President



ONE OF CANADA'S TOP  
RESEARCH COLLEGES:  
180 PROJECTS IN  
PARTNERSHIP WITH 120  
ORGANIZATIONS

# APPLIED EDUCATION AND TRAINING

Offering the full range of credentials from certificates to degrees, Algonquin College provides hands-on post-secondary learning experiences to suit the needs of the widest possible variety of students.

Last year the College expanded its offering with five new certificate and diploma programs: Performing Arts, Medical Device Reprocessing, Illustration and Concept Art, Diagnostic and Medical Ultrasonography and Registered Nurse (RN) Perinatal Nursing. We also extended our General Arts & Science – Pre-Health Sciences program to our Pembroke Campus and offered three new part-time online College Certificate programs: Mobile and Web User Experience Design, Learning Analytics and Business Analysis Studies.

## OPENING MORE DOORS FOR STUDENTS TO LEARN

By joining forces with other innovation-minded organizations, Algonquin College opens up further doors for students to learn, develop and explore. Last year we partnered with Carleton University, the University of Ottawa and the Ontario government to launch the Capital Entrepreneurs initiative for young entrepreneurs aged 19 to 29.

We have also joined forces with Carleton University and the University of Ottawa to form a Campus-Linked Accelerator, a mechanism to help youth build successful careers through employment or self-employment, funded from the

### OUR GOALS FOR APPLIED EDUCATION AND TRAINING

Deliver an exemplary applied education and training experience.

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

Leverage technology to enhance the educational experience.

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

Ontario government's Youth Jobs Strategy. Our Campus-Linked Accelerator is delivered through the Algonquin College Collaboratorium, where youth can experience entrepreneurship through online training, course-based learning and events like the World Business Forum, which was broadcast live in our 700-seat state-of-the-art theatre.

Algonquin College is also proud to be a founding member of the Centre of Excellence in Next Generation Networks (CENGN), an Ottawa-based non-profit that creates hands-on learning and research opportunities for students. As an academic partner and key player in establishing CENGN over the past two years, the College has opened new opportunities for collaborative research with industry in our Ciena Optophotonics lab.

## A LEADER IN RESEARCH

For the second year in a row, Research Infosource named Algonquin College one of Canada's Top Research Colleges — with the distinction of the 'most productive research college' for hosting 180 projects in partnership with 120 organizations.

The College grew its research capacity last year — increasing its allocation of research dollars, doubling the

### ETEXTBOOKS FOR ALL



In 2014, an Algonquin College project enabled the purchase of \$2.5 million in eTextbooks to serve 10,000 students. This represented almost \$1 million in savings to students if they had purchased traditional textbooks.



## APPRENTICESHIPS ABOUND

The new Canada Apprentice Loan program announced in 2014 offers apprentices up to \$4,000 for a maximum of five periods of technical training, interest-free for those registered in an approved Red Seal Trade apprenticeship program. Today, 15 percent of full-time Algonquin College students benefit from apprenticeships.

size of its College Innovation Fund, establishing a User Experience Research Lab for multimedia studies with the help of a research grant from the Natural Sciences and Engineering Research Council of Canada, and acquiring a survey-grade 3D laser scanner, a digital microscope and advanced optophotonics equipment. Early in 2015, we opened the Construction Research Centre with \$3.15 million of equipment and infrastructure funding from the Canada Foundation for Innovation, the Ontario Research Fund, and contributions from private industry in support of construction research across Eastern Ontario.

The value of this research capacity is twofold, enhancing our students' experience and skills and making business-critical research and development accessible to local small and medium-sized businesses.

Both halves of that 'benefit equation' were on display throughout the year during our Algonquin College Applied Research Days, which bring students, professors and business clients together to showcase collaborative innovations. The April 2014 edition was the largest to date with 100 entries: its top project, #FlashForward, paired College students with high school teams to create patient safety videos for The Ottawa Hospital. MicroMetrics took first place at the August session for an in-store tablet technology that lets retail companies collect and act on customer data. Rounding out the year, in December, the Galileo Interactive Business Navigator — a collaboration among students, faculty and the Global Advantage Consulting Group — won for its ability to map key business information about a company's suppliers, partners, processes and customers.



## INSPIRING ENTREPRENEURSHIP

Our Students' Association unveiled a new entrepreneurship website for College students and graduates showcasing efforts of its sector-leading Entrepreneur-in-Residence (EIR) program.

## APPLYING OUR LEARNING FOR COMMUNITY WELL-BEING

Given the rising need for community-based health services to relieve strain on the health system and meet the needs of an aging population, the College recognizes community health as a key area for learning, skills development and applied innovation. Through special projects and our programs, the College supported improved health outcomes for people in Ottawa last year — while giving students the opportunity to apply their freshly acquired skills first-hand.



## INCREASING ACCESS WITH INNOVATION



Technology is widely recognized as a powerful tool for increasing access to learning opportunities — and Algonquin College's expanding eTextbook initiative is proof-positive of that. In Fall 2014, 10,000 students downloaded electronic textbooks for their courses. Available online anytime, students had their 'books' on day one of classes for a fraction of what they would have paid for printed versions.

Algonquin College has found that providing all students with access to the eTextbooks continues to improve students' chances of course success. During the Fall 2014 semester, 200 courses adopted eTextbooks for the first time and when compared to the same courses offered the previous year overall course failure rates dropped by 2 percent (321 students) and students achieving an A or B increased by an impressive 3.9 percent (630 students).

The features and flexibility of eTextbooks also help Algonquin College comply with the Access for Ontarians with Disabilities Act and meet the needs of individuals enrolled in the Academic Assistance for Adults with Developmental Disabilities program.

By 2017, Algonquin College aims to have 100 percent of our students access textbooks digitally. The College continues to be approached by other institutions that want to know how we have managed the deployment. Working with leading textbook publishers Pearson Canada, Nelson Education, and the global digital distributor, Ottawa's own Kivuto, Algonquin College is partnering to commercialize its intellectual property with a product that will benefit higher education institutions.

Phase one of our Healthy Living Education initiative launched with the design of educational programming, and services to inspire an environment and culture of a healthy community, promoting choices for healthy lifestyles that will support student success. As part of the initiative, the College



## EMPOWERING WOMEN

The first 18 students to complete the ground-breaking Women into Electrical Engineering Technician (WEET) program graduated last year at Algonquin College. Created in partnership with Hydro One to help the provincial utility meet its target of having more female workers in technical roles, WEET is a two-year diploma program exclusively for women. It prepares students for careers in the utilities sector with studies in the classroom and a four-month paid work placement.



## READING THE BAROMETER ON INTERNATIONAL STUDENT SATISFACTION

The annual International Student Barometer ranked Algonquin College sixth among Canadian colleges surveyed for overall international student satisfaction — and third in Canada for the likelihood of those students to recommend others attend.

## INNOVATION WITH APPLIED RESEARCH



Applied research projects not only provide opportunities for our College students to apply their skills they also give local companies access to the innovation capacity to pursue their business goals. That's the case of Windmill Development Group, the driver behind an ambitious project to create a sustainable waterfront community along the Ottawa River. Algonquin College students are actively helping the company plan its transformation of 37 acres of industrial land looking out on Parliament Hill.

In 2014-2015, Architectural Technology students completed a site analysis and began 10 sustainable building design projects. Students in the Green Architecture program added to the One Planet Action Plan for the development, audited buildings for repurpose or demolition, and evaluated recoverable and sustainable materials. Environmental Management and Assessment students conducted a field assessment and Applied Museum Studies students completed a master interpretive plan for the site. The students' contributions will help Windmill realize its unique vision for sustainable living in the Capital.

Other companies have benefited from the input of Algonquin College students. FluidWare, an online survey management company, was incubated at the College for nine months. Growing to more than 70 employees, FluidWare was sold to SurveyMonkey last year for a reported \$20 million. Gymtrack, another local startup, was invited into the prestigious 500 Start-ups Accelerator in San Francisco: its mobile app was co-developed by two Algonquin College students who, now graduates, work at the company full-time.

renovated the Ottawa Campus last year to create authentic practice environments for students in the health sector. With faculty guidance, the students operate the learning enterprises including the dental clinic in a health and wellness node on campus with our spa, hair salon and massage therapy clinic.



## HELPING INTERNATIONAL PROFESSIONALS

Internationally educated professionals with backgrounds in chemistry, biology, engineering and related fields are much-needed by Canadian companies, but often first need to earn Canadian qualifications to work in their chosen disciplines. The Algonquin College International Biotechnology Professional program offers an accelerated pathway to do so with a comprehensive curriculum, including a work placement to earn valuable Canadian work experience. The

program includes occupational language training, cultural training, industry mentorship, employment preparation and job placement support. The first class of the program was welcomed to the College in January 2015.

## BUILDING SKILLS, BUILDING HOMES

Our Construction Carpentry — Advanced Housing students in Perth finished building a sustainable home from the Beaver Homes and Cottages catalogue — with support from local partner, Home Hardware. This is the eighth build completed by students in this program. Many of the previous homes are now owned by families in or near Perth, contributing to a greener and more sustainable community in the Ottawa Valley. Last year, Algonquin College students also helped the Greater Ottawa Home Builders' Association and Habitat for Humanity National Capital Region (NCR) in a 'Blitz Build' of a two-storey townhome in just a few days — the sale of which raised nearly \$200,000 for future Habitat for Humanity NCR projects.



## LEAVING THEIR MARK

John-Philippe Smith and Danny Barber of Smith and Barber Sculpture Atelier and instructors in the Masonry - Heritage & Traditional program at Algonquin College's Perth campus were featured in a Globe & Mail article for their restoration work at Canada's Parliament buildings.

## MEASURING OUR PERFORMANCE:

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

APPLIED EDUCATION AND TRAINING	2012-2013	2013-2014	2014-2015	2016-2017
	Actual	Actual	Actual	Target
Graduation rate	64.0%	64.2%	64.5%	70%
Retention rate	86.5%	86.9%	87.3%	89%
Enrolment (PSE and others)	19,517	19,853	21,106	21,107
Enrolment (Online - FTE equivalents)	2,613	3,086	3,120	3,500
Enrolment (PSE international - FTE equivalents)	976	1,138	1,373	1,400
Students enrolled in applied degrees	367	375	469	800
Students enrolled in graduate certificates	633	812	723	1,000
Online courses offered	106	120	133	150
Unique hybrid courses offered	880	999	1,083	1,424
Enrolment (PSE - mobile)	38.0%	82.0%	97.0%	100%
Programs with work opportunities	75.0%	86.1%	86.3%	100%
Students engaged in applied research	629	754	1035	950



OUR COLLEGE FALL  
TO WINTER TERM  
RETENTION RATE WAS  
86.3 PERCENT IN  
2014-2015

# STUDENT AND CLIENT SUCCESS

More than 7,100 students graduated from Algonquin College in 2014-2015. According to the annual Colleges Ontario Key Performance Indicator survey of students, graduates and employers over 80 percent of our students said they were “very satisfied” with their College education. That was above average among colleges across Ontario and remains a consistently high measure of our success each year with our students.

For us, this is not only a proud achievement but also inspiration to continue refining and enhancing the ways we support our students. Last year, for example, the Registrar’s Office chose to proactively reach out to more than 3,000 students to let them know about available support services at our College. In 2014-2015, our College posted a Fall to Winter term retention rate of 86.3 percent.

This year, the College officially opened the AC Hub in the Student Commons. The modern, open concept space is a one-stop access point for student information, events and workshops. Designed to encourage networking, peer support, collaboration and virtual outreach to the College’s rural campuses, the AC Hub includes event areas, ‘idea pods’, a reception desk and wired Internet access points. More than 180 guests attended the grand opening in October, and students have offered more than 100 unique ideas for events, opportunities, workshops and speakers to be hosted there.

## OUR GOALS FOR STUDENT AND CLIENT SUCCESS

Deliver exceptional service to our diverse student and client populations.

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

## EDUCATION FOR ALL

Algonquin College is committed to creating a welcoming and accessible educational experience for all learners. Last April, we co-hosted Make the CUT (College University Transition) with Carleton University — a unique one-day event for Grade 12 students with learning disabilities or attention deficit/hyperactivity disorder who plan to attend college or university. Make the CUT focused on preparation, self-advocacy, educational assistive technology and learning strategies, with workshops giving a flavour of the first-year experience.

In 2014-2015, the College supported the implementation of our First to Attend mobile app for students who are first in their families to pursue post-secondary education. Last year the app was expanded with a game and added features to heighten awareness of the resources available to help these students succeed.



## HIGH BANDWIDTH ACROSS ALL CAMPUSES

In 2014-2015, Information Technology Services supported over 74,500 unique clients using Wi-Fi over an average of 6,337 devices across Algonquin College Canadian campuses



## COMMITTED TO STUDENT SAFETY

One in four women pursuing post-secondary education on average each year report they are victims of sexual assault—an unacceptable statistic that has captured increasing media attention. In response to the problem, Ontario Premier Kathleen Wynne required all post-secondary institutions in the province to have sexual assault action plans by March 31, 2015. Algonquin College has been actively addressing this issue and overall safety on campus. Last year, the College introduced a campus-wide women's safety initiative and continues to evolve safety, security and emergency procedures for our campus community.

## FOSTERING GOOD MENTAL HEALTH

A Mental Health Needs Survey conducted by Student Health Promoters in April 2015 found that 76 percent of students were not fully aware of campus mental health resources. In response, the College's Mental Health Steering Committee developed a plan of action: the Purple Couch project. The student-led initiative facilitated conversations about mental health, with trained students referring peers to on-campus mental health resources where needed. At the College's Waterfront Campus in Pembroke, more than 70 college employees completed a 12-hour Mental Health First Aid certification course, learning how to be effective first responders when students experience mental health challenges.



## ACADEMIC UPGRADING

Recognizing that not everyone follows the same path to higher education, Algonquin College offers Academic Upgrading to allow people to earn the admission requirements for college post-secondary and apprenticeship programs, as well as the Academic and Career Entrance (ACE) certificate, a grade 12 equivalency. Last year, over 1,300 people attended Academic Upgrading courses aiming to be one of the many upgrading students – almost 2,500 in total – who have entered post-secondary programs since 2010.

## ATTENTION-GETTERS



Applied Arts magazine recognized four recent Algonquin College Graphic Design program grads and one current student for outstanding work in 2014–2015. Dima Badawi was recognized for her “It Gets Better” anti-bullying app, Steven Donegani for his self-promotion reel, Cassandra Slack for the 2014 grad show website, Caroline Guindon for her music festival-finding app, and third-year student Gabriel Mitchell for his typographic piece, Forth. The prestigious Applied Arts Student Award showcases skills to potential employers and can help launch careers.

Throughout the year, Counselling Services supported 2,100 individual students and hosted more than 100 workshops on topics including stress management and mental health awareness. During Mental Health Awareness Week in February 2015, employees ran booths to provide information and share coping strategies related to stress and anxiety.

## CELEBRATING VOLUNTEERS

Student Support Services, the AC Hub and Algonquin College Alumni Relations recognize student volunteers who devote their time and effort to the local community with awards at the Annual Volunteer Appreciation Gala. Last year’s recipients included:

### COMMUNITY IMPACT AWARD

For the Algonquin College student active off-campus, in their local community

Stacey Randell, Police Foundations

### DEDICATION AND INVOLVEMENT AWARD

For the student who has volunteered on campus to better the College community

Trevor Anders, Police Foundations

### OUTSTANDING LEADERSHIP AWARD

For the student who has contributed on campus to enhance the College community

Daniel Brenner, Police Foundations

### VOLUNTEER OF THE YEAR AWARD

For the student who has contributed to the community, both on and off campus

Stacey Kelley, Business Administration (Marketing)





## A CULTURE OF INCLUSION



With 1,000 Aboriginal students attending the College, Algonquin College strives to provide high-quality educational opportunities that honour and respect the culture and values of First Nations, Métis and Inuit learners. One of those opportunities was celebrated last year with a special Chair's Award from the International Partnership Network in Brussels, Belgium: the DevelopMENTOR program, which to date has helped 30 Aboriginal students at Algonquin College prepare for successful part-time work through individual, customized employment coaching.

On March 5, 2015, Algonquin College offered Aboriginal students an expanded view into career opportunities, hosting a career expo for Indigenous peoples. The event gave participants the chance to talk to successful Aboriginal entrepreneurs about their journeys as business people and to benefit from their experience.

Further solidifying its commitment to Aboriginal learners, the College became one of the first Canadian colleges to sign the Indigenous Education Protocol developed by the Colleges and Institutes Canada Indigenous Education Committee. The seven-point protocol binds signatories to making Indigenous education a priority, and to incorporating the intellectual and cultural traditions of Indigenous peoples into curricula and learning approaches.

## COMMUNITY IMPACT AT HOME AND ABROAD

Once again, Algonquin College was Canada's top post-secondary fundraiser for the Spread the Net Student Challenge in 2014, raising \$10,000 for bed nets to protect African families against malaria. The College was delighted to welcome back TV personality and Spread the Net spokesperson Rick Mercer to tape a special story on the challenge for The Rick Mercer Report.

Last year after months of fundraising, a group of dedicated students and faculty brought Helping Babies Breathe to Tanzania — an evidence-based program designed to reduce infant mortality from birth asphyxia.

Closer to home, in partnership with the Ottawa Senators, Algonquin College honoured 20 Ottawa Valley community



## A GLOBAL OUTLOOK FOR FACULTY AND STUDENTS

In 2014, 198 students travelled abroad for international work placements, research, volunteering or program end-of-year excursions. Twenty-five professors gave their support to the student mobility and Work-Integrated Learning experiences, while a further 25 contributed to the College's International Education Centre partnerships in Nanjing and Shenyang, China.

champions for their contributions. Among them, former CTV anchor, the late Leigh Chapple, Dean and Jeanine Otto, and Michael Cox of the Scottish and Irish Store were honoured.

## BESTOWING HONOURS AT CONVOCATION

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

- Moe Atallah, Owner of Newport Restaurant and noted local philanthropist
- Roslyn Bern, President of the Leacross Foundation
- Charles Butler, Owner and founder of the Butler GM Automotive Dealership in Pembroke
- Hélène Campbell, Organ donation advocate
- Kent Kirkpatrick, City Manager, City of Ottawa
- Tim Kane, Chariman, Delta Media
- Peter Tilley, Executive Director of the Ottawa Mission and 2013 Alumnus of the Year

## TAKING ONTARIO POST-SECONDARY EXPERIENCES TO THE WORLD



The Algonquin College campus in Jazan, Saudi Arabia, graduated its first cohort of students last year in Electrical Engineering Technician and Mechanical Technician — Industrial Millwright programs. Answering a strong local need for world-class English-language post-secondary education, the opportunity is paying off for Saudi Arabians: 100 percent of last year’s graduating class have found job placements as a result of their academic achievements.

As the College prepares to open its international campus in Kuwait for students through 2015, it has incorporated ideas from the experience in Jazan and begun to compile a franchise-style international support model with 24 core competencies to help guide future offshore international education efforts.

The College has welcomed an increasing number of international students to our campuses in Ottawa, Perth and Pembroke this past year. The Registrar’s Office assigned a dedicated manager to international admissions last year, and international enrollment grew by 18 percent to 1,640 in 2014-2015. Beyond providing an important boost to overall College enrolment, this growth in international activity suggests the Algonquin College brand is well established — and well respected — overseas.

## MEASURING OUR PERFORMANCE:

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

STUDENT AND CLIENT SUCCESS	2012-2013	2013-2014	2014-2015	2016-2017
	Actual	Actual	Actual	Target
Student satisfaction	81.5%	80.7%	80.2%	83.5%
Employer satisfaction	94.1%	93.9%	88.7%	94.0%
Alumni satisfaction	NA	86.0%	88.1%	90.0%
Business processes developed	10	33	37	50



THE SECOND YEAR IN  
A ROW, ALGONQUIN  
COLLEGE WAS NAMED  
TOP EMPLOYER IN THE  
NATIONAL CAPITAL  
REGION.

# EMPOWERED PEOPLE

For the second year in a row, Algonquin College was named a Mediacorp Top Employer in the National Capital Region. The survey of employers considers criteria such as work and social atmosphere, employee communications, training and skills development, and community involvement among others. Earning this distinction twice in a row has affirmed the College's commitment to providing a supportive, engaging work environment that is rich with professional development opportunities for employees.

The College carried out its second Employee Engagement Survey early in 2015, tracking progress against the benchmark of the previous 2012 survey. Once the results are in, data will be shared and posted on the Employee Engagement website for all employees, and the College will follow up to address employee concerns with appropriate plans and activities.

## IMPROVING ACCESS TO INFORMATION WITH MYAC

When the Algonquin College 2012 Employee Engagement Survey identified a need for better cross-College communication, President's Council commissioned the development of a single online portal for all employees. That portal — 'myAC' — was unveiled in a large-scale pilot project in October 2014, with some 400 employees taking part. Eighty-three percent of participating employees said

### OUR GOALS FOR EMPOWERED PEOPLE

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

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

the portal improved their experience and recommended a College-wide rollout. As proof of its usefulness, more than 80 collaborative groups formed through the pilot, 40 of them initiated by the users themselves. Based on the pilot's success, a full-scale launch took place in March 2015.

## GETTING ORIENTED AT ALGONQUIN

The College implemented and enhanced the ways it helps full- and part-time employees get oriented to their jobs when joining the organization. The College New Hires Orientation Mentoring program paired 93 new hires with colleagues across Algonquin College to help them 'come aboard' successfully; the Part-Time Faculty Orientation program was transformed into a five-module online application called Finding Your Way at Algonquin. We also took steps to recognize the contributions of part-time employees in all roles, through letters of appreciation after one year of service and celebratory pins for service after five years.



### FAMILY FUN DAYS

College employees brought the community together for four Family Fun Days in 2014-2015. Supported by the College, but organized and led by employees themselves, Family Fun Days were created following the 2012 Employee Engagement Survey.



## ‘LINKING IN’ CREDENTIALS

Algonquin College became the first Canadian post-secondary institution to take part in a LinkedIn pilot project in March 2015 — one that gives current students and alumni the opportunity to add educational information to their LinkedIn profiles with just a click of a button. The pilot underscores the College’s reputation as a leader in social media after being named a top Canadian College using social media by MediaMiser in 2014.

## OUR COMMUNITY OF EXCELLENCE

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

### NATIONAL INSTITUTE FOR STAFF AND ORGANIZATIONAL DEVELOPMENT EXCELLENCE AWARDS

The National Institute for Staff and Organizational Development (NISOD) Awards honour outstanding individuals who exhibit leadership that enriches the post-secondary learning experience. In 2014-2015, NISOD recognized the following people:

- Wayne Boucher, Facilitator, Centre for Continuing and Online Learning

- Mary-Jane Burrows, Coordinator, School of Health and Community Studies
- Bruce Dwyer, Coordinator, School of Advanced Technology
- James Halls, Professor, School of Business
- Catherine Kenney, Professor, School of Media and Design
- Heather MacMillan, Lab and Simulation Facilitator and Professor, Algonquin in the Ottawa Valley
- Dianna Partridge, Professor, General Arts and Science
- Gerry Salisbury, Coordinator, Police and Public Safety Institute
- Ameet Tyrewala, Coordinator, School of Hospitality and Tourism



## FINANCIAL SUPPORT FOR PROFESSIONAL DEVELOPMENT

Algonquin College invests nearly three times the national average in professional development — an average of \$2,000 per employee — and continues to offer partial tuition reimbursement for degree, masters, and doctorate programs, course discounts for employees, and discounts on full-time programs for family members.



## CAPITAL EDUCATORS' AWARDS

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrate public education in our community. The 2014-2015 Capital Educators' Award nominees were:

- Annette Bouzi, School of Business
- Tim Carson, School of Business
- Stephanie Castilla, School of Media and Design
- Pierre Chartier, School of Health and Community Studies
- David Fairbanks, School of Hospitality and Tourism
- Gregg Hamilton, Algonquin Centre for Construction Excellence
- Stephen Heckbert, School of Media and Design
- Vinay Kumar, School of Advanced Technology
- Jamie Ledoux, School of Hospitality and Tourism
- Martha Rengifo, Language Institute

The 2014-2015 Capital Educators' Award finalists were:

- Mary Jane Burrows, School of Health and Community Studies
- Shelley Clarke, School of Health and Community Studies
- Kurt Espersen-Peters, School of Media and Design
- Renée Filiatrault, School of Media and Design
- Jennifer King, Veterinary Technician
- Julie McCann, School of Media and Design
- Wendy Threader, Marketing and Management Studies

## STUDENTS' ASSOCIATION AWARDS

### Faculty Recognition Awards

With the support of the Students' Association, students choose to recognize faculty members who made a significant difference during their stay at Algonquin College. Recipients in 2014-2015 were:

- Tess Porter, Police Foundations, Woodroffe Campus



## MASTERS OF EDUCATION

Algonquin College also took its professional development offerings offsite last year, with a first cohort of employees enrolling in the two and a half-year St. Francis Xavier Masters of Education program, designed to help employee participants develop their knowledge and capabilities as leaders in higher education.

- Jane St. Germain, Diagnostic Medical Ultrasonography, Woodroffe Campus
- Kristen Hayes, Developmental Service Worker, Woodroffe Campus
- Kirstin Morris, Practical Nursing, Pembroke Campus
- Patrick Murphy, Carpentry and Joinery, Perth Campus

### 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 2014-2015, the recipient was:

Laura Stanbra, Vice President, Support Services

## EMPLOYEE AWARDS

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

### Support staff award

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

Theresa Radmore, Caretaker and Lead hand, Physical Resources

### 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:

Marie Mask, Capital Campaign Administrator, 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:

Team Breath of Life

### 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:

Toni Connolly, Manager, Centre for Students with Disabilities

### Lifetime achievement award

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

Ron Cormack, Professor, School of Media and Design  
Gordon Esnard, Assistant General Manager, Food Services

### Dianne Bloor Part-time Faculty award

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

Roger Watson, Professor, Applied Science and Environmental Technology

### Laurent Isabelle Award

This award is given in recognition of excellence in teaching:

Cynthia Toffanello, Professor, Chef Training, Culinary Management, School of Hospitality and Tourism

### 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:

Diana Partridge, Coordinator, General Arts and Science

## 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 2014-2015 were:

- Jonathan Allsopp, Recruitment Officer, Sales and Student Recruitment
- Anabella Arcaya, Learning Technologist, Learning & Teaching Services
- Jeremy Atherton, Professor, School of Media and Design
- Hoda Atwa, Professor, Academic Upgrading
- Monique Bergeron, Budget Officer, School of Media and Design
- Colin Bonang, Associate Director, Physical Resources
- Allison Burnett, Analyst, Human Resources
- Joanne Chartrand, Client Service Officer, Registrar's Office
- Linda Crane, Professor and Coordinator, School of Advanced Technology
- Dan Cuddy, Information & Outreach Liaison, Student Support Services
- Julie Dugas and Emem Inyang, Financial Aid Assistants, Registrar's Office
- Cathy Duncan and Michelle McRae, Client Service Representatives, Registrar's Office
- Louise Eldred and Amy Duffy, Financial Aid Assistant, Registrar's Office

- Gabriella Fazekas and Lisa Limbeek, Payroll Administrators, Finance
- Phil Gaudreau, Public Relations
- Sam Gauvreau, Professor, Jazan Campus
- Kris Greeley, Supervisor, Information Technology Services
- Stephen Heckbert, Professor, Faculty of Arts, Media and Design
- Roger Heide, Compound Manager, Jazan Campus
- Jeff Iles, Disabilities Counsellor, Centre for Students with Disabilities, Pembroke Campus
- Diana Jerez, Examination Coordinator, Centre for Continuing and Online Learning
- Dana Lennox, Professor, Police and Public Safety Institute
- Kent MacDonald, (Former) President, Algonquin College
- Melissa Malloy, Learning Technologist, Learning & Teaching Services
- Major Electrical Shutdown Project Team, Technical Services and Energy Conservation Team (TSEC), Physical Resources
- Jay McLaren, Part-time Professor, Business, Technology & Outdoor Training, Pembroke Campus
- Bradley Mosely-Williams, Professor, Faculty of Arts, Media and Design
- Joel Nethercote-Devlin, Peer Tutoring and Student Learning Centre Officer, Student Support Services
- Diana Partridge, Professor, General Arts & Science
- Dan Pihlainen, Professor, School of Media and Design
- Marie Potvin, Budget and Curriculum Support, School of Health & Community Studies
- Elisa Provenzano, Financial Aid Assistant, Registrar's Office
- Jeff Ross, Professor, Construction Trades and Building Systems, Algonquin Centre for Construction Excellence



- Brenda Rothwell, Executive Director, Algonquin College Foundation
- Balraj (raj) Singh, Technical Client Service Representative, Information Technology Services
- Wayne Turcotte, Senior Technologist, Information Technology Services, Perth Campus
- Tony Verge, Manager, Contact Centre and Service Counter, Registrar's Office
- Cindy Versteeg, Professor, Health and Nursing, School of Health & Community Studies

## PHILANTHROPY IN — AND OUT — OF THE CLASSROOM

In 2014–2015, students and employees continued to show their generosity and support for a wide range of community causes:

- **Impact Day:** Advancement and Human Resources team members volunteered at the Ottawa Food Bank, served at the Ottawa Mission, painted a tenant lounge for Ottawa Community Housing, and assisted with various duties at the Humane Society last spring
- **United Way:** Over 21 percent of employees pledged funds for the annual United Way Campaign in Ottawa, Pembroke and Perth
- **Ottawa Reads:** Algonquin College employees spent an hour a week reading to kindergarten and Grade One students at Christie Public School as part of this enduring literacy program
- **World Partnership Golf:** Altaf Sovani, Chair of the School of Hospitality & Tourism was convener of this fundraising event





- **Canadian Blood Services:** Algonquin College hosted regular blood donor clinics at its Ottawa Campus
- **Youville Centre:** Police Foundations students prepared Christmas baskets for the Youville Centre, which helps single mothers provide a brighter future for themselves and their children
- **Centre 454:** Algonquin College employees donated clothing and toiletries to Centre 454, which provides counselling services related to addictions, housing, mental health, relationships and legal matters
- **Emily Murphy Non-Profit Housing Organization:** Algonquin College donated supplies to this non-profit housing complex in Blackburn Hamlet for single parents in need
- **Kiwanis Medical Foundation:** Algonquin College students and employees participated in the annual Winterlude Bed Race on the Rideau Canal to raise funds for medical research

- **University of Ottawa Heart Institute:** Calling themselves “Teachers with Heart”, professors in the Algonquin College School of Advanced Technology participated in a corporate relay to support the University of Ottawa Heart Institute
- **Salvation Army Angel Tree Program:** Social Service Worker students supported the Salvation Army and other local organizations during the holiday season with donations of gifts, baby food and diapers, and stockings for senior citizens
- **United Way of Lanark County:** Students in the Social Service Worker program at Algonquin College’s Perth campus held a fundraising dinner with a silent auction and entertainment at Perth Civitan Hall last November
- **We Day:** Algonquin College was a sponsor of the 2014 National We Day, a Canada-wide call to action for youth to take one local and one global action to improve the world.



## A STAR RETURNS

Country star and Algonquin College alumnus Jason Blaine returned to Pembroke last year to hold his first charity concert and golf tournament, raising \$50,000 for local charities including Algonquin College’s new Waterfront Campus capital campaign and the Boys and Girls Club of Pembroke.



## ICY RAIN SHINES LIGHT ON RESEARCH

Early in her tenure, President Cheryl Jensen led members of Algonquin College's executive team in taking part in the Ice Bucket Challenge, singing the Beatles' "Rain" and getting doused with ice water. The nominees accepted the challenge to promote awareness of amyotrophic lateral sclerosis (ALS) and giving to well needed research.



## INSPIRING LEADERSHIP



The Algonquin College Leadership in Education Institute (ALEI) is an interactive professional development program that allows participants to explore and develop the leadership required in an academic environment. Through theory, case studies, group discussions, presentations and practice, participants come to appreciate the impact of vision, values and diversity on an academic organizational culture so they can become effective agents of change.

Complementing ALEI is the College's leadership mentoring program — giving employees the opportunity to extend their leadership learning through formal mentorship focused on the skills outlined in the College's leadership requirements model, such as reflective questioning, open dialogue, coaching strategies and focused learning conversations.

In direct response to the 2012 Employee Engagement Survey, the College inaugurated its Management Academy in Fall 2014: an interactive learning program mandatory for all administrators with supervisory responsibility. To date, 372 College administrators have started the program to develop their managerial skills and learning how to effectively manage low performers on their teams.

## MEASURING OUR PERFORMANCE

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

EMPOWERED PEOPLE	2012-2013	2013-2014	2014-2015	2016-2017
	Actual	Actual	Actual	Target
Employee engagement	3.71	NA	60%	TBC
Leadership training	3.44	NA	55%	TBC

Note, in 2014-2015 research methodology was changed to align with industry benchmarks. New targets will be set with performance planning in 2016-2017.



PHASE ONE OF THE  
ENERGY SAVINGS  
COMPANY PERFORMANCE  
CONTRACT (ESCO)  
ALLOWED FOR A NEEDED  
INVESTMENT OF NEARLY  
\$11 MILLION IN COLLEGE  
INFRASTRUCTURE

# FINANCIAL SUSTAINABILITY

An important element of being an accessible institution is ensuring that the education Algonquin College offers remains affordable. With grant funding expected to slow, we will need to continue be innovative in the ways we control our costs and generate new, non-funded sources of revenue in partnership with our communities.

Doing so will fortify our ability to provide bursaries and scholarships to students — ensuring access to post-secondary education for all — and to address strategic investment priorities and deferred maintenance projects so that the College has the physical and virtual space to accommodate its growing student body. It will also allow us to identify opportunities for automation and process refinements that yield vital operational efficiencies.

Fortunately, our financial position is strong. While the College was in a deficit position a decade ago, we have steadily reversed that trend and accumulated annual reserves we can draw from to fund reinvestment initiatives. To proactively address the challenges of shrinking public funding and changing patterns of enrolment, the College has updated its risk management framework in 2014.

## TO EFFICIENCY AND BEYOND

Efficiency and economy are keys to financial sustainability. Algonquin College's Project Fusion — a major systems transformation initiative for the College's human resources, finance and payroll operations — aims to deliver both.

### OUR GOALS FOR FINANCIAL SUSTAINABILITY:

Align our funded operational expenditures with provincial funding.

Expand non-funded opportunities to increase revenue.

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

Create the technological foundation to align with the digital direction.

As part of the effort, last year our Human Resources and Finance divisions redesigned their business processes in line with best practices. The results were discussed with stakeholders over the winter, and final versions are now being used to define requirements so vendors can propose competitive solutions — technologies that will bring ease and positive change to daily work routines. A website was set up for employees to track the project's progress.

## ENTREPRENEURS IN EDUCATION

The College continued to define its Responsibility Centered Management (RCM) model over the year in advance of implementation in 2015. RCM essentially turns each school and department of the College into its own business, with each unit leader having primary responsibility for profit and loss. Within this model, the schools and departments can accrue a portion of annual profits and re-invest them in the equipment and infrastructure they determine to be critical. To help managers adjust to this new approach, we



### REWARDED FOR SAVING

Algonquin College received an incentive cheque valued at more than \$74,000 from the Ottawa River Power Corporation, acknowledging the amount of money the College has saved by exceeding the electricity standards of Ontario's Building Code.



## SUSTAINABLE SAVINGS



Algonquin College is on course to save on energy costs thanks to its innovative 20-year Energy Savings Company Performance Contract (ESCO) with Siemens Canada. Through phase one of the project, Physical Resources was able to invest nearly \$11 million in College infrastructure, replacing the water cooler in our main plant and converting the heating and ventilation system in one of the oldest buildings on the Ottawa campus.

ESCO also helped offset the anticipated annual growth of deferred maintenance costs with energy savings last year. A demand-management solution implemented by Siemens in collaboration with Hydro Ottawa and the Ministry of Energy will allow the College to make smart investments in physical infrastructure by leveraging energy savings over the duration of the agreement. ESCO is ultimately expected to address as much as 50 percent of the 2010 valuation of the College's deferred maintenance requirements.

Energy savings will also be generated through College-wide sustainability education and awareness activities organized by a Siemens Sustainability Coordinator in collaboration with the Sustainable Algonquin Steering Committee over a five-year term.

ESCO is far-reaching in scope — looking at power generation retrofits and renewable energy opportunities and other energy efficient renovations. The power generation elements could offer significant advantages including energy self-sufficiency and risk management for power outages. The majority of upgrades will be carried out in non-peak periods over the next two years to minimize disruption to normal College activities.

introduced leadership programs to support staff in becoming entrepreneurs in education.

## PARTNERS IN THE COMMUNITY

Students at Algonquin College's Pembroke Campus gained a new housing option in 2014 with the opening of a privately owned and operated Student Housing Complex. Built by community partners who recognize the College's important role in Pembroke, the new facility meets a key need without a College capital investment. The space adds to Algonquin College's recently opened Renaissance Square as a vital part of the revitalized downtown community.

## A REVENUE 'BOOSTER'

Algonquin College purchased and opened a Booster Juice franchise on its Ottawa Campus in September 2014, tripling the number of guests visiting that particular retail location and generating additional revenues for the College.



## POWERING DOWN FOR SAVINGS

A 2013 energy audit found the College could save \$44,000 if 92 percent of employees were to power down their computers and monitors every night. That spurred last year's Power Down challenge, inviting staff to practice a new nightly routine of shutting off their equipment in the lead-up to the December winter break.

## GETTING AROUND SUSTAINABLY

The College engaged in several projects last year to make sustainable transportation options more accessible, affordable and sustainable. To encourage cycling over driving, Parking Services partnered with Physical Resources to install three bike repair stations on the Ottawa Campus, where cyclists can mount their bikes and use provided tools to perform minor repairs. In collaboration with OC Transpo and the Students' Association, the College also relocated and redesigned the bus stops for Route 118, increasing pedestrian and vehicular safety while achieving compliance with accessibility standards.

The Algonquin College Students' Association collaborated with the College and OC Transpo to introduce a Universal Bus Pass (U-Pass) program last year, providing a financially viable transportation option for the College community. The College U-Pass program — adopted with the approval of the students following a five-day referendum — is adapted from similar programs at Carleton University, the University of Ottawa and St. Paul University.



## MEASURING OUR PERFORMANCE

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

FINANCIAL SUSTAINABILITY	2012-2013	2013-2014	2014-2015	2016-2017
	Actual	Actual	Actual	Target
Alternative revenues	29.1%	30.0%	31.3%	32%
Number of organizations served through Corporate Training	296	306	338	400
Cash, in-kind contributions and returns from alternative financing	\$4.6M	\$3.05M	\$18.5M	\$10M
College data accessible through a common BI portal	15.0%	50.0%	88.0%	100%
Availability of wireless network to all stakeholders	99.0%	95.0%	99.1%	99.9%
Availability of College networks and Internet access	99.0%	98.0%	99.7%	99.9%

# ALGONQUIN COLLEGE FOUNDATION

For 10 years, the Algonquin College Foundation has inspired giving to help Algonquin College fulfill its mission. The Foundation invites potential donors to invest in a shared vision of student educational and career success with their support of student bursaries, scholarships and awards, instructional equipment or approved capital projects. The Foundation also oversees the College’s relations with alumni.

## A COMPREHENSIVE PLAN

The Foundation engaged in a consultative process in 2014 to develop a new five-year Fundraising Plan and establish a new model for capital fundraising proposals. The cohesive fundraising strategy will integrate the Foundation’s efforts into the planning functions and related activities of the broader College community.

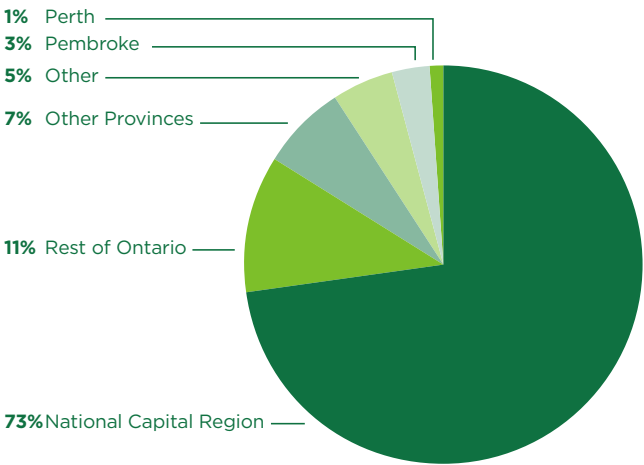
Through third-party research into best practices and the Canadian post-secondary fundraising environment, the Foundation determined Algonquin College is one of the top three Colleges for fundraising relative to the size of its operations. In 2014-2015, the Foundation raised over \$3 million in Cash and Gifts-in-Kind (not including endowment portfolio fees or disbursements), surpassing its goal in Year one of the Five Year Fundraising Plan. By the end of the five-year plan in March 2019, the Foundation will create its first ongoing annual campaign, launch a new Capital Campaign, and secure \$28.95 million for the College.

## MEASURING ALUMNI SATISFACTION

A 2014 survey of alumni found satisfaction is high among Algonquin College graduates, with 86 percent indicating they were satisfied with their College education. The survey reached out to more than 40,000 alumni, with 6.3 percent of older alumni (1987–2012) and 14.7 percent of new graduates (2013) responding. Based on feedback received through the survey, the Foundation identified four new priority initiatives:

- 1. Enhance networking opportunities to encourage alumni interconnection in social and professional settings
- 2. Identify and establish alumni volunteer opportunities
- 3. Inform alumni of Continuing Education and Online Learning (CCOL), Distance Education and Graduate Certificate opportunities
- 4. Increase awareness of Affinity partnership programs and alumni benefits to promote selected College services and cost-saving opportunities

Since its inception, more than 150,000 students have graduated from Algonquin College. The survey found that a high proportion of alumni, almost 80 percent, have remained in the Eastern Ontario region.



### DIRECTLY SUPPORTING STUDENTS

Last year, the Algonquin College Foundation supported 1,089 students with awards, bursaries and scholarships

The Foundation Board established an Algonquin College Alumni Advisory Committee (ACAAC) to direct and oversee our alumni relations program. The committee is made up of College graduates, representing the power and potential of the alumni relations program. In early 2015, the ACAAC welcomed three new members: Tanya Buckley, Vice President, Sales and Marketing at Cardel Homes, Publicité, class of 1987; Rich Lee, President, Lee & Associates, Business Administration – Accounting, class of 1990; and Louise Mitchell, retiree representative and past Algonquin College employee.

## SENS SUPPORT MILITARY FAMILIES

The Ottawa Senators Foundation generously donated \$15,000 to Algonquin College's Military Families Fund at a special Canadian Armed Forces Night in November. Algonquin College President Cheryl Jensen accepted the donation from Danielle Robinson, President of the Sens Foundation, which will provide bursaries for members of the military. The fund has helped more than 140 Algonquin College students to date.

## RECOGNIZING EXCELLENCE: ONTARIO PREMIER'S AWARDS

The Algonquin College Foundation nominated six graduates for Colleges Ontario's annual Premier's Awards in 2014:

- Trent Correy, Animation program graduate, Assistant Animator with Walt Disney Animation Studios and character animator on Disney's hit movie, Frozen
- Shawn Hickey, graduate of the Architectural Technology program and President of Site Cast Construction Corporation
- Frank Demizio, Respiratory Therapy graduate and Health Care Consultant, Niagara Falls Community Health Care
- Eli Fathi, graduate of Electronics Engineering Technology, Co-founder and Co-CEO of Fluidware Corporation
- Cat Baron, graduate of Community and Justice Services, Professor and Program Coordinator
- Jerry Popowicz, Animation graduate and Executive Vice President of Creative Affairs for Ottawa's Mercury Filmworks



## OUR COMMUNITY CHAMPION



Algonquin College alumnus Peter Tilley was celebrated in 2014 with an Alumni of the Year award for nearly two decades of dedication to helping those most in need in Ottawa. Embodying the spirit and impact of College alumni in the community, Peter today serves as Executive Director of the Ottawa Mission, one of Ottawa's oldest yet most progressive downtown shelters for the homeless.

Peter joined the Mission after more than 14 years as Executive Director of the Ottawa Food Bank, which, under his leadership, became one of Canada's most visible and most respected food banks and earned awards including a United Way Community Builder Award, the Marion Dewar Defender of the Public Good Award, as well as recognition from Charity Intelligence Canada, an organization that audits Canadian charities.

A graduate of the Algonquin College Business Administration program and the past recipient of a Colleges Ontario Premier's Award, Peter is a lifelong champion of Algonquin College. His daughter attended her first classes here in Fall 2014, and he served as keynote speaker at last year's annual Kaleidoscope professional development conference.

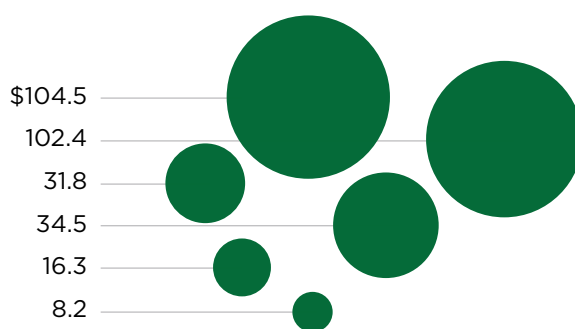
# FINANCIAL REPORT

## YEAR ENDED MARCH 31, 2015

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/)

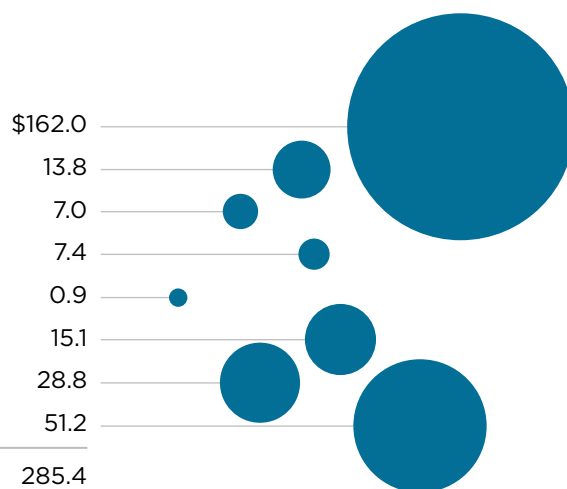
### Revenue

Grants and reimbursements	\$104.5
Student tuition fees	102.4
Contract educational services	31.8
Ancillary services	34.5
Other	16.3
Amortization and write-off of deferred capital contributions	8.2
	<b>\$297.7</b>



### Expenditures

Salaries and benefits	\$162.0
Building maintenance and utilities	13.8
Instructional supplies and equipment	7.0
Bursaries and other student aid	7.4
Interest	0.9
Amortization and write-off of capital assets	15.1
Ancillary services	28.8
Other	51.2
	285.4
Change in vacation, sick leave and post-employment benefits liabilities	(0.08)
	<b>\$285.5</b>
Excess of revenue over expenses from operations before item below	\$12.2
Gain on sale of former Pembroke campus	0.9
Excess of revenue over expenses	<b>\$13.1</b>



\* Expressed in millions of dollars

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

Governors	Title	First Appointed	Current Term Expires
<b>Jim McIntosh</b>	Chair	September 1, 2010	August 31, 2015
<b>Fred Blackstein</b>	Vice Chair	September 1, 2012	August 31, 2016
<b>Denise Amyot</b>	Past Chair, Governance Committee	September 1, 2010	June 30, 2013
<b>Nancy Cheng</b>	Chair, Audit & Risk Management Committee	September 4, 2012	August 31, 2015
<b>Michael Dunlop</b>	Past Chair	September 1, 2008	June 30, 2013
<b>Kathryn Leroux</b>	Chair, Academic & Student Affairs Committee	September 1, 2011	August 31, 2016
<b>Peter Nadeau</b>	Chair, Governance Committee	September 1, 2013	August 31, 2016
<b>Doug Orendorff</b>	Past Vice Chair	September 1, 2008	August 31, 2014
<b>Pam Auchterlonie</b>	Support Staff Representative	September 1, 2014	August 31, 2017
<b>James Brockbank</b>	Governor	September 1, 2014	August 31, 2016
<b>Jeanine Chiasson</b>	Past Support Staff Representative	September 1, 2011	August 31, 2014
<b>Lynne Clark</b>	Governor	September 1, 2011	August 31, 2015
<b>Sherryl Fraser</b>	Administrative Staff Representative	September 1, 2014	August 31, 2017
<b>Barbara Farber</b>	Governor	September 1, 2010	August 31, 2014
<b>Cheryl Jensen</b>	President	August 25, 2014	
<b>Kyrylo Kasyanenko</b>	Student Governor	September 1, 2012	August 31, 2015
<b>Louis Lamontagne</b>	Governor	September 1, 2010	August 31, 2014
<b>Shawn McBride</b>	Academic Representative	September 1, 2012	August 31, 2015
<b>John Owens</b>	Governor	September 1, 2008	August 31, 2014
<b>Andrew Pridham</b>	Past Administrative Representative	September 1, 2011	August 31, 2014
<b>James Robblee</b>	Governor	September 1, 2014	August 31, 2017
<b>Kelly Sample</b>	Governor	September 1, 2014	August 31, 2017
<b>Mark Sutcliffe</b>	Governor	September 1, 2011	August 31, 2016
<b>Michael Waters</b>	Governor	September 1, 2013	August 31, 2016

# COMPLIANCE

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

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

In compliance with the Responsibilities of the Board (BGI-01, 2-5), the Algonquin College Board of Governors agree that the College communications with students, business, community stakeholders, and with the Ontario provincial government has been ongoing and effective through the 2014-2015 fiscal year.

The Board of Governors also agree that the College has operated in accordance with legal and regulatory requirements through the 2014-2015 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

# SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

For the period April 1, 2014 — March 31, 2015, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved or Addressed	Date Resolution Communicated to Student	Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

# ALGONQUIN COLLEGE FOUNDATION BOARD OF DIRECTORS 2014-2015

## EXECUTIVE

**Michael Tremblay**

(Chair), Vice President, Public Sector, Microsoft Canada

**Leslie Coates**

(Vice Chair), President, Highlight Travel & Cruises

**Sal Iacono**

(Past Chair), Senior Vice President (Retired), Bell Canada

**Wayne French**

(Secretary), Director of Public Affairs, Waste Management of Canada Corporation

**Duane McNair**

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

**Peter Nadeau**

(Representative, Board of Governors, Algonquin College), Chair, Comtech Credit Union

**Cheryl Jensen,**

President, Algonquin College

## DIRECTORS

**Rena Bowen**

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

**Michael Dunlop**

President, MGD Capital Corporation

**Eric Kalbfleisch**

Sales Representative, Royal LePage

**Max Keeping**

Broadcast Executive (Retired)

**Deneen Perrin**

Director, Public Relations, Fairmont Chateau Laurier

**Christina Miller**

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

**Vasilios (Bill) Sioulas**

Regional Director, Skyline Commercial Management Inc.

**D. Randy Tivy**

Vice President, CBOMC; Partner, Collins Barrow Ottawa LLP

**Jeff Turner**

Principle Hillside Consulting and 2011 Alumnus of the Year

**Rod Vanier**

Partner, Landry, Vanier & Associates

**Rodney Wilson**

Senior Director, External Research, Ciena

# ALGONQUIN COLLEGE ALUMNI ADVISORY COMMITTEE 2014-2015

**Rena Bowen**

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

**Tanya Buckley**

Vice President, Sales and Marketing, Cardel Homes

**Kerry Durant**

Director of Care, The Royale Retirement Residence

**Michel Gauthier**

Director, Flora Niagara 2017

**Alex Hosselet**

Manager, Strategy, Soshal Group

**Richard Lee**

President, Lee & Associates

**Louise Mitchell**

(Retired), Algonquin College

**Kathy Prescott**

Application Support Specialist, Renfrew County District School Board

**Kelly Rusk**

Communications Director and Partner, Banfield

**Jason Tudor-Roberts**

Program Coordinator, City of Ottawa

# PRESIDENT'S COUNCIL 2014-2015

President and CEO

**Cheryl Jensen**

Senior Vice President, Academic

**Claude Brulé**

Vice President, Finance and Administration

**Duane McNair**

Vice President, Human Resources

**Gerry Barker**

Vice President, International and Strategic Priorities

**Doug Wotherspoon**

Vice President, Student Services

**Laura Stanbra**

Executive Director, Advancement

**Eric Hollebone (Acting)**

# COLLEGE LEADERSHIP COUNCIL 2014-2015

## ACADEMIC

Academic Development

**Jo-Ann Aubut**

Faculty of Technology and Trades

**Chris Janzen**

Faculty of Health, Public Safety  
and Community Studies

**Barbara Foulds**

Faculty of Arts, Media and Design

**Robyn Heaton**

School of Business

**Dave Donaldson**

School of Hospitality and Tourism

**Jim Kyte**

Algonquin College Heritage  
Institute

**Chris Hahn (Acting)**

Algonquin College in the Ottawa  
Valley

**Karen Davies**

Centre for Continuing and Online  
Learning

**Linda Rees**

## ADMINISTRATIVE

Academic Operations and Planning

**Peter Fortura**

Algonquin College Foundation

**Brenda Rothwell**

Applied Research and Innovation

**Mark Hoddenbagh**

College Ancillary Services

**Brent Brownlee**

Business Development

**Joe Ranieri**

Finance and Administrative  
Services

**Cathy Dempsey**

Information Technology Services

**Michael Gawargy**

International Education Centre

**Ernest Mulvey**

Labour Relations

**Diane McCutcheon**

Learning and Teaching Services

**Glenn MacDougall**

Marketing

**Eric Hollebone**

Partnerships and Applied Research

**Mark Hoddenbagh**

Physical Resources

**John Tattersall**

Registrar

**Jeff Macnab**

Community Partnerships &  
Engagement (Acting)

**Jennifer Daly-Cyr**

Sales and Student Recruitment

**Peter MacKie**

Student Support Services

**Shelley Styles**

Workforce and Personal  
Development

**Denyce Diakun**



# CHAIRS COUNCIL 2014-2015

Office of the Senior Vice President Academic

**Claude Brulé (Chair)**  
**Nancy Makila**

Academic Development

**Margaret Cusson**  
**Harpreet Singh (Leadership Team)**

Academic Operations and Planning

**Peter Fortura**

Human Resources

**Katherine Root**

Faculty of Arts, Media and Design

**Robyn Heaton (Leadership Team)**  
**Peter Larock**  
**Claire Ramsay**  
**Sherryl Fraser**

Faculty of Health, Public Safety & Community Studies

**Joan Degan**  
**Julie Jeffries**  
**Jane Trakalo**  
**Marlene Tosh**  
**Brian Duffy (Acting) (Leadership Team)**

Faculty of Technology & Trades

**Shaun Barr (Acting)**  
**Andrew Pridham**  
**Eric Marois**  
**David Thibodeau**  
**Rebecca Trueman**

School of Hospitality and Tourism

**Michael Bakogeorge (Leadership Team)**  
**Altat Sovani**

School of Business

**Jerry Aubin (Acting)**  
**Lorna Brigden (Acting)**  
**Farbod Karmi**

Language Institute

**Silvia Garcia**

Learning and Teaching Services

**Larry Weatherdon**

Algonquin College Heritage Institute

**Chris Hahn**

Algonquin College in the Ottawa Valley

**Murray Kyte**  
**Megan Conway (Leadership Team)**

Centre for Continuing & Online Learning  
(Academic Managers)

**Laura Cohen**  
**Sandra Larwill (Leadership Team)**  
**Pat Lychak**  
**Fiona Murray**  
**Wes Wilkinson**

# 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 2014–2015 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/)

## Chair

Leslie Wyman	Sep 2013	Sep 2015
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## Academic Staff

Algonquin Centre for Construction Excellence	Jeffrey Ross	Sep 2014	Aug 2016
School of Advanced Technology	Sean Beingessner	Sep 2014	Aug 2016
School of Business	Colette Garvin	Jan 2013	Aug 2016
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	Steve Neumann	Sep 2014	Aug 2016
General Arts and Science	Janna Holmes	Sep 2014	Aug 2016
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 2016
Heritage Institute	Rod Bain	Sep 2013	Aug 2015
Counsellors	Melissa Spears	Sep 2014	Aug 2016
Librarians	Brenda Mahoney	Sep 2014	Aug 2016

## Support Staff

Deborah Buck	Sep 2013	Aug 2015
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## Students

President, Students' Association	Christina Miller	May 2014	Apr 2015
Director, Students' Association	Steven Gutknecht	May 2014	Apr 2015
Director, Students' Association	Monica Saud Gonzalez	May 2014	Apr 2015

## Centre for Organizational Learning

Rebecca Volk	Sep 2014	Aug 2016
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## Past Chair

Kenneth Hill	Sep 2014	Aug 2015
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## Dean

School of Hospitality and Tourism	Jim Kyte	Sep 2014	Aug 2016
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## Chair

General Arts and Science	Sherryl Fraser	Sep 2014	Aug 2016
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## Ex-officio Members

Senior Vice President, Academic	Claude Brulé
Vice President, Student Services	Laura Stanbra
Registrar	Jeff Macnab

# 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 post-secondary institutions on the principles of access, quality and accountability, which were articulated under Reaching Higher. The 2014-2015 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/)



# KEY PERFORMANCE INDICATOR (KPI) PERFORMANCE REPORT

The provincial government requires all colleges to gather and report on five Key Performance Indicators (KPIs). A common methodology is used to administer the data and calculate the results which are published annually by Colleges Ontario on behalf of the Ministry of Training, College and Universities (MTCU). A five year trend of Algonquin College

KPI performance results are shown here in comparison to the 2014-2015 provincial average. Find out more about key performance indicators tracked by Ontario colleges at [www.collegesontario.org/outcomes/key-performance-indicators.html](http://www.collegesontario.org/outcomes/key-performance-indicators.html)



## Student Satisfaction **80.2%**

The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to, student responses in June 2014, November 2014 and February 2015 that measure the: usefulness of the knowledge and skills they acquire in their College programs for their future careers; quality of College program learning experiences; quality of College facilities and resources; and quality of College services.

 **76.2%**  
all Ontario colleges

## Graduate Satisfaction **79.4%**

The percentage overall of Algonquin College graduate satisfaction summarizing graduate responses to the question of the usefulness of their College education, six months after 2013-2014 graduation.

 **80.0%**  
all Ontario colleges

## Employer Satisfaction **88.7%**

The percentage overall reflecting employer satisfaction with the employee's College preparation for the work the 2013-2014 graduate was hired to undertake.

 **88.1%**  
all Ontario colleges

## Graduate Employment **85.4%**

The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2013-2014 graduation.

 **84.0%**  
all Ontario colleges

## Graduation Rate **64.5%**

The percentage of students who graduated from Algonquin College programs within twice the normal program duration in comparison to the number who started programs. The extended period for graduation accommodates those students who take absences from their studies, complete their program on a part-time basis or have to repeat courses. The results include responses from students who started one-year programs in 2012-2013, two-year programs in 2010-2011, three-year programs in 2008-2009, and four-year programs in 2007-2008, and who had graduated by 2013-2014.

 **65.8%**  
all Ontario colleges

# ALGONQUIN COLLEGE

## **Information for future students**

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

## **Information for parents**

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

## **Information for counsellors**

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

### **Ottawa Campus**

1385 Woodroffe Avenue

Ottawa, ON K2G 1V8

Local: 613-727-0002

Toll-free: 1-800-565-GRAD (4723)

TTY: 613-727-7766

24 hour fax machine:

613-727-7754

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