

Annual Report

2021-2022



ALGONQUIN
COLLEGE

College at a Glance

304
Programs

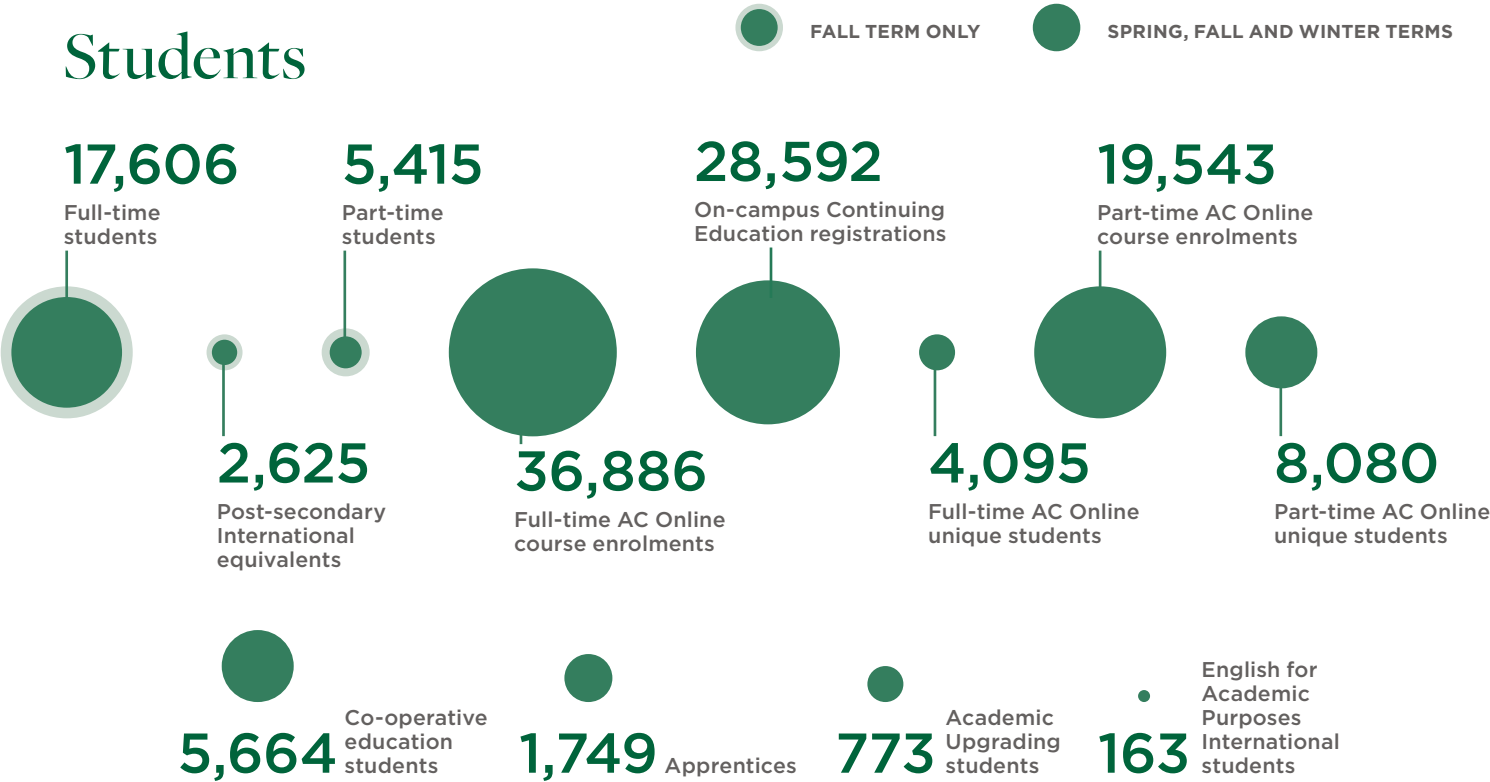
- 75 College Certificates
- 42 Ontario College Certificates
- 76 Ontario College Diplomas
- 25 Ontario College Advanced Diplomas
- 68 Ontario College Graduate Certificates
- 12 Bachelor's Degrees
- 6 Collaborative Degrees

- DELIVERY METHODS
- 24 Full-time online programs
 - 68 Part-time online programs
 - 60 Co-operative Education programs
 - 13 Apprenticeship programs

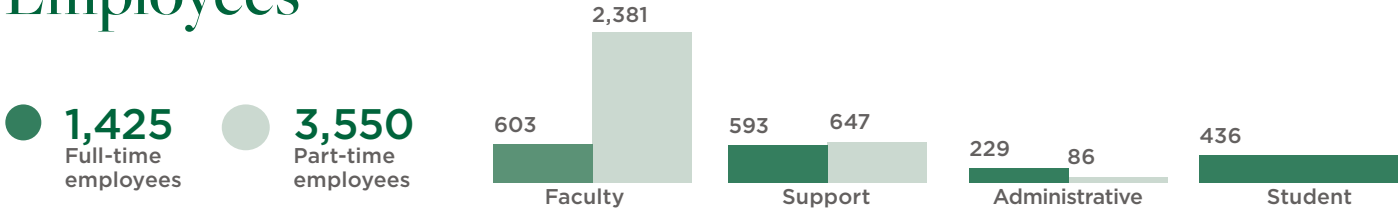
Strategic Commitments

LEARNER DRIVEN	Establish Algonquin College as the leader in personalized learning across all Ontario colleges.
CONNECTED	Become an integral partner to our alumni and employers.
PEOPLE	Be recognized by our employees and the community as an exceptional place to work.
INNOVATION AND QUALITY	We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery.
SUSTAINABLE	Pursue Truth and Reconciliation, social, environmental and economic sustainability

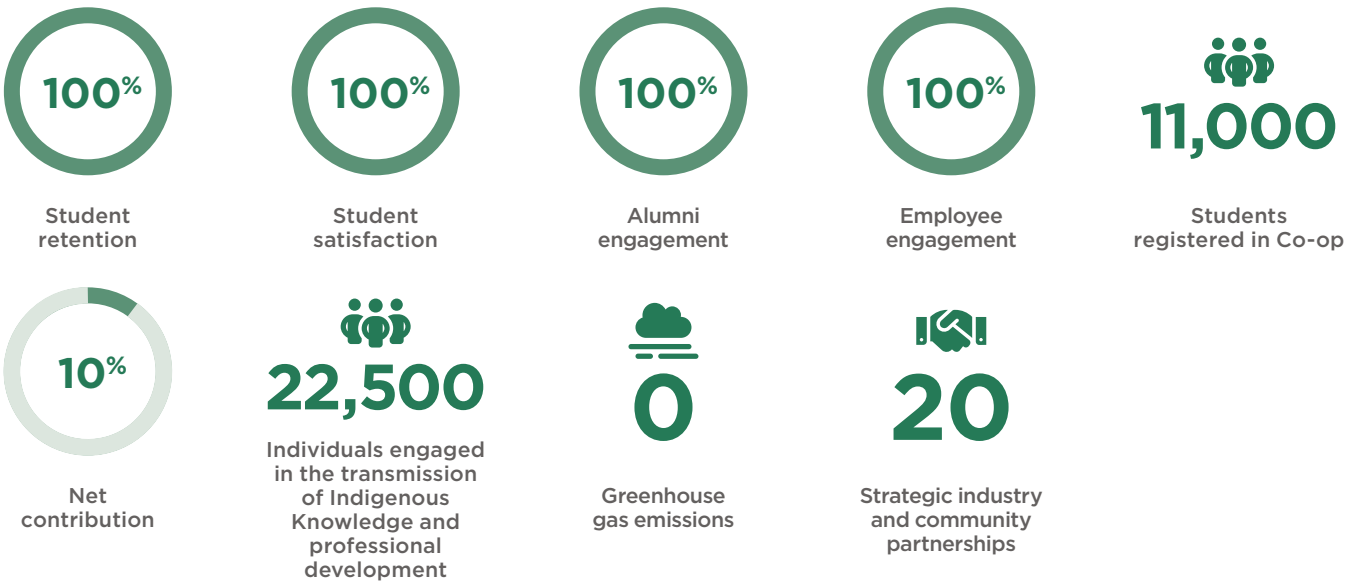
Students



Employees



Aspirational True North Targets



Mission

To transform hopes and dreams into lifelong success.

Vision

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

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.

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“ Algonquin College continues to be a leader in delivering exceptional educational experiences for our learners and developing talent for the prosperity of our communities. ”

Looking back on the past year, we remained dedicated to our two top priorities at Algonquin College: upholding the health and safety of our learners, our employees and our communities; and delivering the programs and services needed to ensure our students' lifelong success.

We have experienced a variety of challenges, requiring many of us to adjust to new realities and protocols. The past year has tested our patience and fortitude. However, it was also a year of renewed hope, optimism and revival.

Our learners and employees were generous with our communities – fundraising, volunteering and working with our partners to promote people's use of services in their time of need.

Working with The Royal, we expanded real-time services for our learners, including virtual mental health and addiction services. For learners out of province or country, we also introduced 24/7 support. We continued the conversation with the Bell Let's Talk program, evaluating new ways of extending our care.

As the year unfolded, our employees coordinated their efforts for a safe return to campus through our *Transitional Return to Campus Plan* that built on the previous year's initiatives and innovation.

Thinking innovatively, our Human Resources team took feedback from our *Pulse Survey* and conducted several work-model pilots, exploring flexible hours, compressed work weeks, completely remote work, or a hybrid of onsite and virtual. The results will be ground-breaking and foundational to forward-looking policies for new ways to work post-pandemic.

For the ninth year in a row, Algonquin College was named a National Capital Region Top Employer in part because of our initiatives to support our people during these challenging times. I am proud of this meaningful achievement as it showcases how our employees recognize our College as an exceptional place to work.

We are making strides to build a learning workplace that is respectful, diverse, inclusive and healthy. Last year, many employees volunteered to engage in equity, inclusion, diversity and intercultural learning. With this year's *Climate Survey*, our employees had the opportunity to anonymously share their experiences and appraise the inclusivity of our culture.

Finding strength together, we began our consultation sessions to build our multi-year Indigenization strategic framework, *Standing Up the Tree*. We resolved to deepen our collective commitment to Indigenous



President and CEO Claude Brulé speaking with students in the Journalism program

Knowledge, Truth and Reconciliation. We marked the first *National Day of Truth and Reconciliation*, honouring the victims and the survivors of Canadian residential schools. We listened to our *Student Leadership Pack*, who shared their stories and embraced their culture at our College.

The Office of Truth, Reconciliation & Indigenization piloted programming to empower Indigenous youth in four communities across the country last year with the generous support of Employment and Social Development Canada (ESDC). Elders and Traditional Knowledge Carriers played a significant role in each community, building stronger relationships with youth participating. With 90 per cent of participants continuing to further their training or employment, the team secured ESDC support to build on their success and engage five more locations from Ontario to British Columbia over the next three years.

Our four campuses expanded to offer our learners the best experiences. Our Students' Association opened the Jack Doyle Athletics and Recreation Centre, featuring everything you could imagine to serve the needs of our varsity athletes to those seeking recreation activities, from a wide array of weight training equipment to a climbing wall, from Zumba and yoga rooms to a bowling alley unique in Ottawa. We worked together to get our progressive, multi-year implementation plans underway for new systems, spaces and partnerships to keep us at the forefront.

Algonquin College continues to be a leader in delivering exceptional educational experiences for our learners and developing talent for the prosperity of our communities. We announced twelve new full-time programs, launched several micro-credentials and created sector-specific programming to respond to the needs of Ontario's economy. With our new agreement with CDI College, we will offer select programs at its Greater Toronto Area campuses beginning in the fall of 2022.

Completing the fourth phase of the *Energy Service Company Project (ESCO2)* partnership with Siemens, we expanded our co-generated power, solar photovoltaic power, power storage and energy management systems while presenting new research opportunities for our students. This year's solar panel and battery electricity storage projects will connect to a campus micro-grid next year to produce one megawatt of green electricity for on-campus use, enough to power the equivalent of a thousand homes.

And let's not forget that through the pandemic, we were also in transition.

As our 50+5 Strategic Plan came to an end in 2022, we paused to reflect on how to shape our direction forward. Our new strategic roadmap, *Becoming Again*, refocuses us on our learners and our people and includes fresh perspectives on staying connected, nurturing innovation and quality, and upholding the sustainability of our operations.

As we look to the year ahead, our new Strategic Plan reaffirms our commitment to a supportive, learner-driven culture that will continue to be animated by meaningful and mutually supportive connections both on and off-campus to help the communities we serve prosper and continue to transform hopes and dreams into lifelong success.

Claude Brulé
President and CEO,
Algonquin College



“ I am proud of the passionate people at Algonquin College...Most of all, I am inspired by our students, who so proudly represent our College every day in the greater community. ”

As we navigated through the second year of the COVID-19 pandemic, I was struck by the unwavering dedication of Algonquin College employees toward our learners. From our executive team to our people in the classroom and on the frontline, our employees exemplified our core values of Caring, Learning, Integrity and Respect.

This year, the resiliency and ingenuity of our colleagues were more evident than ever. Despite turbulent times, employees were able to create new opportunities for our learners and develop the connections that are needed to support the prosperity of our community.

Even with certain restrictions and protocols in place, we had the pleasure of hosting Jill Dunlop, Ontario Minister of Colleges and Universities, and Jeremy Roberts, Ottawa West-Nepean Minister of Provincial Parliament, to share the passion and explore the innovation of our people who successfully expanded co-operative education programming, enriched work-integrated learning experiences and delivered sector-based education and training throughout the year.

The President and his team have continued their ongoing commitment to integrate Truth, Reconciliation and Indigenization into the College's culture; Indigenous elders and community members gathered with employees to improve their understanding of Indigenous culture and guide the development of a new *Indigenization Strategic Framework* while Indigenous practices have been incorporated into the Board of Governors' meetings.

Last year, the College invested in major capital projects, including the next phase of a new *Student Information System*, the *R3 Project*, to modernize its legacy systems over the next three years. In a new agreement, the College also collaborated with the Algonquin Students' Association to complete construction and open the brand-new Jack Doyle Athletics and Recreation Centre, significantly increasing the physical capacity for student fitness, varsity team athletics and recreational activities to enhance student life.

The College improved accessibility on campus with renovation projects to update pedestrian links, entrances and doorways. With the City of Ottawa, the College introduced an



The Ottawa Campus DARE District.

above-grade pedestrian bridge that will soon link the Algonquin Centre for Construction Excellence facility with a new OC Transpo bus rapid transit station, part of the Light Rail Transit Stage 2.

New programs were introduced that addressed current-day challenges and micro-credentials were launched to respond to sectors in need, such as manufacturing, health and cybersecurity. The Perth Campus launched an innovative two-year Practical Nursing program that includes realistic patient scenarios in a campus *Simulation Lab* and the Forestry program in Pembroke benefited from added investment this year, where learners continue to be involved in community projects, including planting 30,000 trees in Algonquin Park.

A significant milestone was reached through it all, the completion of the Algonquin College *50+5 Strategic Plan* and the Board approval of a new *Strategic Plan 2022-2025, Becoming Again*, that outlines the strategic directions that will guide the College forward. The Plan gives us a solid framework to continue our role as leaders in Ontario's college system.

Algonquin College is fortunate to be on a sound, sustainable path forward. The Finance and Administrative Services team is conscientious and thorough, closely monitoring investments and resources needed to keep the College on a solid financial footing.

This will be my last year serving on our Board of Governors as I will be retiring from my role as Chair with the completion of this term in August. It has been an absolute pleasure to work with my fellow board members. They represent people from across industry sectors, from all walks of life; I have been able to witness their dedication to Algonquin College, the learners and the employees.

Working with such a dedicated team of Governors and our College employees has been truly inspiring.

I am proud of the passionate people at Algonquin College, the leadership of our President and CEO, Claude Brulé and the highly skilled Executive Team. Most of all, I am inspired by our students, who so proudly represent our College every day in the greater community.

Jay McLaren
Chair, Board of Governors

OUR CONTEXT

As welcome symbols of spring, robins inherently know that warm weather rarely arrives all at once. Enjoying the freshly thawing earth and the bounty it brings, these industrious birds are often the first visible in spring. They know what to do if flurries persist before the spring season arrives in full. Using their ingenuity, they adapt, staying nourished on budding berries and gathering materials to build a nest and a future for the next generation.

The Pandemic Response

At the start of the year, the spread of coronavirus had slowed, and the threat of new variants had waned. It was a time for fresh beginnings.



Current students and Resident Advisors at Algonquin College Residence.

On April 27, 2020, the Government of Ontario issued A *Framework for Re-opening Our Province* with a three-stage plan and as of July 2020, Algonquin College campus locations began to pilot resumption of on-site learning activities while continuing the delivery of most programs remotely. The Integrated College Development Planning Committee (ICDP) oversaw the development of a coordinated strategy for the College's administrative and academic leaders to achieve a coordinated, coherent and safe campus reintegration and gradual renewal of in-person, on-campus activities. The College aligned with the government of Ontario's three-step plan to remobilize businesses, services and public spaces. The ICDP developed the *Transitional Return to Campus Plan* with guiding principles for employees to increase in-person on-campus activities. The plan was dynamic, evolving with up-to-date information for learners, employees and the greater community.

The health and safety of our learners and employees remained the top priority. A crucial step in rallying a unified response to the pandemic involved comprehensive College communications. Our learners and employees stayed well informed with executive announcements and frequent communication updates. Our people monitored the constantly evolving situation and regularly updated plans. From Health Services to the Library or tutoring, learners and employees could see what was offered remotely, on campus, or both, through hybrid delivery.

“Between the stress of normal family life, COVID, and both my wife and I being in school full time, we have felt the weight of life ... Thank you for your thoughtfulness and for your kindness.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY



Students find out about the many services available to them speaking with College experts at Campus Connect in the Student Commons.

The College launched two portals, one customized for learners and the other for employees, loaded with extensive resources, including essential web pages, links, downloads and updates – all available in one place. The portals provided virtually everything each group needed to know – with step-by-step instructions – to comply with provincial mandates, local Public Health recommendations and the College’s health and safety guidelines.

College communications were frequent, consistently clear and caring. The College extended resources for mental health and well-being, recognizing that the pandemic impacted us all and some of us more acutely. Each portal became a hub, featuring tips and the essential information to help cope during the pandemic, including guides to promote self-care and wellness through coaching, skills-building, counselling and most importantly, 24/7 services and local crisis line support for populations at each regional campus in Ottawa, Perth and Pembroke.

The breadth of services and supports available reflected many people’s efforts. Our people worked diligently to research, coordinate, create and curate timely information and resources. Our dedicated employees went above and beyond, answering when learners and colleagues reached out throughout the year. Our people also organized a wide range of virtual social activities events and volunteer opportunities to connect across the College, introducing memorable moments, fun and relaxation to share smiles day-to-day.

“ I am a mother of 3 young children and I chose to return to school ... The generosity of the donor will greatly help ... I have been putting all my focus into helping my kids, while maintaining a 4.0 GPA. ”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY

As of September, when proof of vaccination became mandatory for entering designated buildings in Ontario, Algonquin College used the *AC Mobile Safety Application* available for learner and employee smartphone download. The app provides a quick and easy way for people to present their proof of vaccinations and receive emergency notifications, health protocols, safety procedures and tips. As a result of these multi-channel efforts, Algonquin College populations boasted a remarkably high vaccination rate and participated in activities on campus.

Beyond the recovery of the prior year, the College began to thrive, continuing to deliver and enhance high-quality, flexible learning experiences with real-world, experiential learning for students to move ahead, progressing to reach their goals toward graduation – even as the pandemic lingered.

As one variant slowed in the fall and another emerged over the winter months, the College kept learners and employees well-informed of protocols, provincial and regional guidelines. Our people proactively planned the College response at each phase, updating guidelines and exploring innovative ways to advance and enhance teaching and learning with enriched virtual experiences.

The College moved forward with renewed plans for a bountiful 2022. The College is taking the best of our lessons learned through the pandemic, demonstrating innovation, delivering enriched virtual learning experiences and modelling new ways of work – all to support our employees in their work and our learners who are transforming their hopes and dreams into lifelong success.



Resident Advisors and employees welcome students to the Ottawa Campus.

OUR CONTEXT

This year Algonquin College celebrated a changing of the seasons with our strategic planning. As our 50+5 Strategic Plan 2017-2022 came to a close, we reflected on how much we had accomplished and triumphed, facing challenges over the last few years. We stood together, embracing Indigenous Knowledge and practices to inform who we are and enhance what we do. We drew upon our foundational Algonquin College Learner-driven Strategy and People Plan to begin consultations for a refreshed strategic planning cycle.

The Strategic Plan 2022- 2025

BECOMING AGAIN

As we looked forward in 2021-2022, we recognized the College's growth will continue anew — past our last strategic plan and ever stronger into the future. With a spirit of renewal and reawakening, we set out to develop the Algonquin College Strategic Plan 2022-2025, *Becoming Again*, to lead our way forward while addressing the changing needs of the populations and communities we serve.

A robust strategic plan relies on the collaboration and insight of groups inside and outside the College. Our learners, employees and partners who represent the communities we serve look to our strategic plan for direction and inspiration. The renewal of our strategic plan was consultative with meaningful strategies for equity, diversity and inclusion and new ways of sharing Indigenous Knowledge to help focus our work.



President and CEO Claude Brulé engages employees at AC Vision, a hybrid event held in September 2021.

Collaboration was embedded in the Algonquin College strategic planning process from the beginning, supported by the leadership of the Board of Governors and the College's Executive Team. A diverse Advisory Team from across the College community, chaired by the Dean of our Pembroke, guided a third-party consulting firm to engage diverse populations and begin our discovery.

The plan followed four phases. First, the initial planning confirmed the scope and protocols of the work, gathered the Team, shared an understanding of the context and established processes for an integrated, representative approach. Next, the process required a definition of the current state, or *Who We Are*, describing where the College is starting from as we look forward over the next three years. Building on

this, the Team gathered the College's aspirations to define *Who We Are Becoming*, establishing the new plan's strategic priorities, goals and key performance indicators to monitor the College's progress on the path we take to get there. By completing the final phase of the process, the Team delivered an actionable and refreshed three-year strategic plan.

The planning process was grounded in Two-Eyed Seeing, a research method developed by Albert Marshall, a Mi'kmaq Elder, alongside researchers at Cape Breton University. Through Two-Eyed Seeing, people view the strengths of Indigenous Ways of Knowing through one eye and Western Ways of Knowing through the other. When we use both eyes at once, we enhance our vision with more depth and detail.

“ This year has proved that we are more than well-equipped with the knowledge, skills and abilities to succeed in every aspect of our lives and our careers. ...Imagine what else we can do. ”

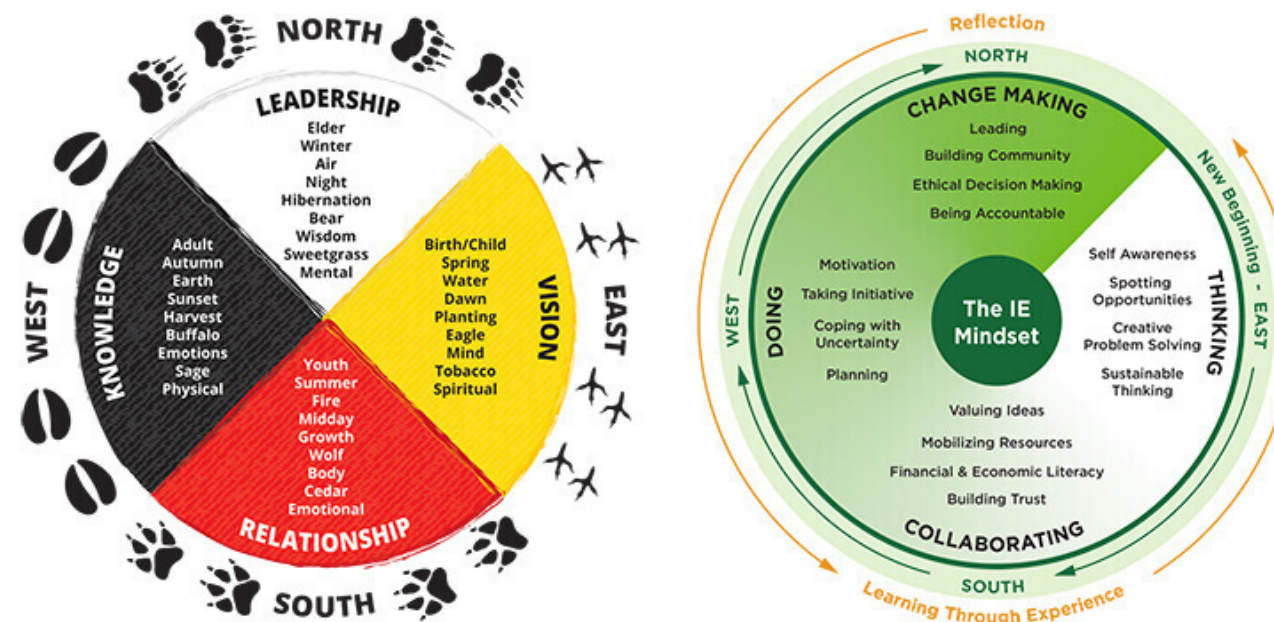
FIONA MCCARTHY KENNEDY, BACHELOR OF HOSPITALITY & TOURISM MANAGEMENT

Each planning event opened with Indigenous Knowledge-sharing and introductions of the planning team, who aligned the data collected with storytelling to view the College's goals from new perspectives. Indigenous insights, wisdom and stories have been interwoven in the new plan to broaden perspectives. The planning process also included the development of an *Innovation and Entrepreneurship Mindset Competencies Framework* based on the Anishinaabe Medicine Wheel teachings, outlining the sequence of thinking, collaborating, doing and change-making to guide many of Algonquin College's future initiatives.

From January to June 2021, collaborated to create a strategic plan that brings forth the many voices of our learners, employees and partners. The College gathered insights through varied touchpoints, conducting one-on-one interviews, group sessions and a comprehensive online survey. More than 1,300 people shared their perspectives, helping to shape the strategic plan and affirming the way forward. We commend and thank them for their outstanding work.



The large Indigenous garden planted in the Ishkodewan courtyard by the DARE District.



The *Innovation and Entrepreneurship Mindset Competencies Framework* is based on Anishinaabe Medicine Wheel teachings. The framework sets forth a sequence of thinking, collaborating, doing and change-making that has informed and will continue to influence a number of College initiatives, including the *Learner-driven Strategy*.

When people participated in the planning activities to identify the areas of focus that will help Algonquin College recover and thrive, two areas consistently rose to the top: *Learner-driven* and *People*. Through consultation, our learners, employees and partners unearthed the way forward. Algonquin College will focus on being *Learner-driven* and the strengths of our *People* while we sustainably enhance the innovation and quality of our programs, services and operations.

The *Becoming Again* narrative sets the tone of the new plan by describing how the Earth awakes from the Big Sleep, providing the opportunity to choose new ways forward while letting go of barriers from the past. As we progress from recovery and prepare to thrive, the Algonquin College Strategic Plan 2022-2025, *Becoming Again*, provides us with our new path forward.

“ Never forget the strength and determination you tapped into to make it through this year ... We persevered, and I believe that we've emerged more compassionate, more creative, and above all, stronger than before.”

MADALYN HOWITT, VALEDICTORIAN, JOURNALISM PROGRAM,
SCHOOL OF MEDIA & DESIGN AND LANGUAGE INSTITUTE

Strategic Partnerships for Prosperity

OUR CONTEXT

We learn from the natural world that growth and prosperity rely on the surrounding elements. The potential of a seed lies dormant, coming to fruition through the partnership and diverse strengths of the sun, soil and rain.

At Algonquin College, our people work with world-class businesses and institutions to deliver learning experiences that empower our graduates and grow stronger Ontario communities. Working together, our College moves with industry, staying current and relevant with sector insights and resources that would otherwise be unavailable.

At Algonquin College, we are proud to be a community leader in building strong, strategic partnerships with world-class businesses and institutions, bringing synergy to our efforts and expanding the College's presence beyond our four campuses, into the community. These partnerships strengthen and prepare our learners through real-world, experiential learning opportunities; provide them with access to leading-edge innovations, equipment and facilities that might not otherwise be available; and connect them to co-op and employment opportunities to achieve their career dreams and lifelong success.

The College builds a talent pool for our partners, developing candidates with the specific skills, competencies and knowledge their industry demands. With the right talent, organizations can recover and thrive, helping communities and the Canadian economy prosper while gaining competitive advantage globally.

This year, among our many engagements with organizations outside the College, we are pleased to have harnessed the strengths of four long-term strategic partnerships across the technology, healthcare and manufacturing sectors highlighted here.



Launch event for the Algonquin College-Hub350 partnership on October 2, 2021. Hub350 is a brand new ecosystem for industry, academic and finance partners to co-exist and collaborate in the heart of Kanata North.



The Kanata North Business Association Hub350

In October 2021, Algonquin College entered into a founding partnership agreement with the Kanata North Business Association (KNBA) as a Shared Academic Anchor Sponsor for Hub350. Located in the heart of Canada's largest technology park, Hub350 is a collaborative community destination and innovation activity centre, connecting the private sector, investors and academia in a shared space.

The partnership showcases Algonquin College programs and subject-matter experts, provides learners with onsite and hybrid training opportunities and introduces the College to more than 500 businesses, expanding connections for the Co-operative Education, Applied Research, Innovation and Entrepreneurship and Support Services teams, among other departments College-wide. Through the partnership, the College can also participate in the *Discover Kanata Career Fair*, opening a talent pipeline from Algonquin College School of Advanced Technology programs and others, such as Business, Community Studies, Hospitality and Tourism programs.

Hub350's sponsors include Silicon Valley software leader Salesforce and Canadian industry trailblazers Mitel, Ross Video and Wesley Clover. The University of Ottawa, Carleton University and Queen's University have also joined the collaboration. The KNBA is investing \$3 million, and the province of Ontario is contributing \$1.5 million to this exciting partnership through the Eastern Ontario Development Fund.

“ Architecture is an important part of a solution to our social and environmental issues and I aim to be a part of that solution. I am sure Algonquin College is leading me on the right path.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY

HealthCareCAN and the Algonquin College Campus of Care

In July 2021, Algonquin College and HealthCareCAN signed an agreement to extend and expand the College's collaboration to build a *Campus of Care* for healthcare professionals. In 2017, the College and CHA Learning, the professional development division of HealthCareCAN, first entered into an agreement to deliver the *Health Information Management* and *Food Service Nutrition Management* online programs.

This agreement with HealthCareCAN and CHA Learning extends the Algonquin College strategic partnership for three more years to give learners deeper and broader learning pathways to healthcare careers. The College will take a leadership role in addressing the rapidly evolving educational needs of the healthcare sector and is open to the co-design and development of new programs for healthcare in Canada and worldwide. The College will share healthcare knowledge, expertise and technologies;



strengthen bridges to HealthCareCAN's national network of hospitals and healthcare providers; expand the College's corporate training expertise and programming for Ottawa, Perth, Pembroke and AC Online; and begin joint marketing and business strategies.

Even before the pandemic, Canada's healthcare system faced critical staff shortages, straining its capacity to provide innovative, high-quality care. The Algonquin College - HealthCareCAN strategic partnership creates a one-stop *Campus of Care* educational hub to offer healthcare professionals the flexibility to upgrade or reskill and reach their professional development goals online throughout their careers.

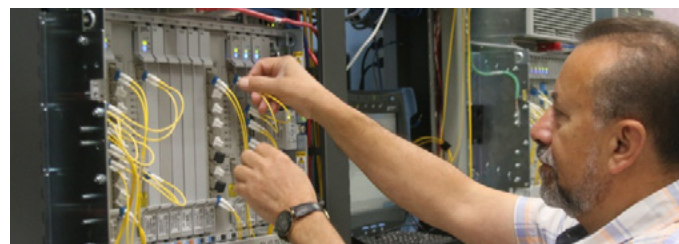
Ciena Optophotonics Lab

Ciena, a networking system, services and software giant, has been an Algonquin College strategic partner for over a decade, beginning in 2012. In October 2021, Ciena worked with the College to upgrade its state-of-the-art *Optophotonics Lab* on the Ottawa Campus - providing students hands-on experience with the same cutting-edge equipment that currently powers the majority of today's internet traffic and web conferencing.

With Ciena's generosity, graduates of the College's School of Advanced Technology programs will benefit from extensive, experiential learning on modern, up-to-date equipment available in top corporations, including major telecommunications carriers in Canada and worldwide. Algonquin College learners use this leading-edge equipment in the Ottawa Campus facility - the only student lab of its kind - positioning them for employment

and long-term career success in the tech sector. Students enrolled in the *Optical Systems and Sensors stream* of the joint *Bachelor of Information Technology program* with Carleton University will also use the lab.

As a valuable partner, Ciena continues to provide outstanding job opportunities in the region, and the organization currently employs more than 120 Algonquin College graduates. Ciena's investment and expansion of its long-standing Algonquin College strategic partnership will increase interest in our programs and support enrolment growth.



Dr. Wahab Almuhtadi, School of Advanced Technology

ciena

“ We can learn and be all that we wish to be by putting in the work. Algonquin taught me how to aim for excellence and survive in the real world.”

NISHIMA MALVIYA, VALEDICTORIAN,
BUSINESS- MANAGEMENT & ENTREPRENEURSHIP PROGRAM, SCHOOL OF BUSINESS

Siemens and the Energy Innovation Centre

SIEMENS

Algonquin College is a leader in sustainability across global academic institutions. Since 2012, Algonquin College and Siemens Canada have enjoyed a multi-faceted partnership to address Canada's technical skills gap, accelerate the implementation of Industry 4.0 advanced manufacturing concepts, and provide leading-edge advanced skills programs to prepare our learners for the future workplace. In December 2021, the College entered a new phase to monitor performance against the partnership's sustainability goals.

The Energy Service Company Project (ESCO) between Algonquin College and Siemens developed the *Energy Innovation Centre, a living laboratory* for the co-design of industry-relevant programming, enhanced student research opportunities and the implementation of high-performance systems to ensure the College uses less energy and reduces its deferred maintenance. ESCO2 continued the relationship to improve energy performance at the Ottawa Campus, aligning with the *College Sustainability Strategy Framework* goals.

Algonquin College has also become an official partner school of the *Siemens Certified Education & Talent Academy* to offer learners the *Siemens Mechatronics Systems* graduate certificate program and the *Dual Education Enhanced Co-op* program for advanced skills training and opportunities for full-time employment upon graduation.

In partnership, Algonquin College is closer to reaching its vision for a clean energy future by significantly reducing its greenhouse gas emissions. With the most recent installation of two natural-gas-fired cogeneration plants, solar photovoltaic panels, power storage capabilities, and electric vehicle charging stations, all managed by a sophisticated microgrid, the Ottawa Campus is nearly energy self-sufficient - unprecedented in a college setting. If public hydro fails, the College can keep the lights on and programs running.

The College's strategic partnership with Siemens will continue through 2022, with options to extend another five years. Throughout the ambitious and complex collaboration, the College introduced the newest technologies, upgraded infrastructure, and added high-performance distributed energy systems to deliver savings annually while introducing state-of-the-art experiential learning experiences, preparing learners to help society direct a sustainable future.



Innovative technology and new ways of thinking from Siemens are making Algonquin College a sustainability role model - for students, faculty, the local community and society at large.

STRATEGIC DIRECTION

BUILD AND STEWARD STRATEGIC
INDUSTRY AND COMMUNITY PARTNERSHIPS IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
4	4	20



Bridge to the Algonquin Centre for Construction Excellence on the Ottawa Campus.

About this Report

Algonquin College is emerging from a time of unprecedented events. The College is awakening from the Big Sleep as the sun removes the blanket of snow, which encourages all of creation to rest and rejuvenate. Spring reminds all our relations, including Algonquin College, that it is now time to wake up and celebrate the renewal of all things by bringing us warmth, new energy and sustenance. Flowers and plants, long-buried, are poking through the ground. As the ice melts, the lakes and rivers begin to flow again, just as we imagine new possibilities. And so now, we turn our collective minds to *Jidwā:doh*; it is time to *Become Again*.

Our experiences have provided us with renewed seeds of hope. Traditionally, Indigenous communities whose cultural frameworks were dependent on horticultural practices have ceremonies held at this time called *Caring for the Seeds*. For us, these renewed seeds of hope have begun to take root. In part, by leveraging our commitment to embed traditional Indigenous Knowledge into the fabric of our organization, we will help our learners branch out and grow for lifelong success. By cultivating our campus soils, we are investing and nurturing innovation to support our community and brighter futures for us all.

We are proud of our efforts over the past year. This report highlights only some of the College's most outstanding moments; our learners and our people accomplished much more throughout the year. With all that we have achieved, Algonquin College has a new resolve that the future will be a better place because we will make it so.



ABOUT THIS REPORT

Algonquin College recognizes we live and work on the land of the traditional unceded, unsurrendered territory of the Anishinaabe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We share gratitude for the Algonquin People and respect for the land and all it provides: trees that give shade, water and food that sustain us, and paths that connect us. Through 2021-2022, the College remained dedicated to celebrating this rich heritage and embedding Indigenous values and culture into who we are and how we operate.

Journey to
Truth, Reconciliation
and Indigenization

This year was especially challenging for our College community. We stood with Indigenous communities as the many tragic stories behind the Residential Schools system unfolded. We shared this true history with people across the country, many of whom were processing this painful past for the first time. Algonquin College extends our heartfelt condolences to Indigenous learners, their families, and communities across Canada as they continue to process this painful past. With this in mind, Algonquin College is proud to renew our commitment to supporting The Office of Truth, Reconciliation and Indigenization and develop a personalized response to the 94 Calls to Action resulting from work accomplished by the Truth and Reconciliation Commission.

STRATEGIC DIRECTION		
ENGAGE MEMBERS OF THE COLLEGE COMMUNITY (STUDENTS, EMPLOYEES AND COMMUNITY MEMBERS) IN TRUTH AND RECONCILIATION ACTIVITIES, 2021-2022		
TARGET	ACTUAL	TRUE NORTH
2,500	3,933	22,500

With a sense of purpose comes renewed hope



A group of Algonquin College employees and students experience the Truth, Reconciliation and Indigenization Blanket exercise outdoors to build understanding of our shared history.

The College will continue exploring and making meaningful contributions to the Calls to Action that result from the Truth and Reconciliation Commission of Canada (TRC). We will continue our work together, building trust to reconcile and move forward, creating a better Canada for today and the future. With fresh determination, we renewed the College's resolve to integrate Indigenous practices and governance models in our work, adapt our processes to honour and reflect Indigenous Ways of Knowing and expand the Two-Eyed Seeing approach across all we do.

On National Indigenous Peoples Day in June, President and CEO Claude Brulé announced our next steps to further embed Indigenous Knowledge and culture at Algonquin College in 2021-2022.

The first step was to embed Truth, Reconciliation and Indigenization into the strategic planning process through consultation and deep engagement with our Indigenous partners. The College recognizes that Indigenous Knowledge represents unrealized opportunities within every department. The Office of Truth, Reconciliation and Indigenization (TRI) guided employees with the theme and supporting foundation of *Jidwá:doh - Becoming Again*. The strategic plan integrates Indigenous Ways of Knowing and governance concepts reflective of the *Two Row Wampum*, *Creation Story*,

the *Thanksgiving Address*, the *Three Sisters*, the *Seven Grandfathers* and the formation of the Great Law, with inspirations from the *Clans* systems to guide its initial operationalization.

The Office of TRI will build on the ideas of the strategic planning process to create an action plan and formally convene the Advisory Circle with early adopters from the Algonquin College Leadership Team.

OPPORTUNITIES FOR STUDENT LEADERS

The second step was the development of the Student Leadership Pack. The Office of TRI, in collaboration with the Algonquin College Students' Association, developed an Indigenous student leadership program - *The Student Leadership Pack*. The program provides opportunities for Indigenous learners to share and celebrate Indigenous culture with their peers and College employees.

This Indigenous leadership program addresses a gap identified by the College's Indigenous learners. The program provides meaningful opportunities for them to share and celebrate Indigenous culture with

their peers, the College community and Indigenous partners. It aims to build and enhance leadership skills, boost confidence and foster a sense of belonging for Indigenous learners at Algonquin College. A multi-year external sponsor has partnered with the College to help develop and grow the program.

Strengthening the College's leadership position within the Indigenous education sector, a wealth of other Indigenous learning initiatives and community-based projects were achieved this year across Algonquin's four campuses and across Canada.

LEARNING ABOUT TRUTH AND RECONCILIATION

The eCampusOntario Virtual Learning Strategy proposal for *Building Relationships: Learning About Truth and Reconciliation* was approved; the College created new online courses with content authenticated by Elders and Knowledge Keepers with Ontario government funding. The four modules engage Indigenous and non-Indigenous learners in building strong relationships and forging a better understanding of reconciliation. The course was also made available to employees. Upon completion, learners received a certificate from The First Nations University of Canada. The flexible format allows the modules to be used in a stand-alone course, as an add-on to other courses or as part of a micro-credential to reach as many learners as possible.

INDIGENOUS ENTREPRENEURSHIP

Algonquin College and Ottawa Tourism launched the second iteration of the popular *Indigenous Tourism Entrepreneurship* program following the successful 2020 pilot. The training arms learners with business skills, start-up development tools and sector resources to develop their own business and tourism ideas – all while keeping within the context of Indigenous Ways of Knowing. An advisory board with Indigenous entrepreneurs, community members and subject matter experts helped ensure the content was respectful and culturally safe. After ten weeks of training and two weeks of pitch preparations, the 22 learners received a certificate of completion and were ready to launch or further develop their tourism business ideas. Three proud new business owners are now working with Ottawa Tourism to open their businesses in the ByWard Market.

“I would like to thank all employees and the support system of Algonquin College ... I never regret choosing Algonquin College.”

LEARNER AND RECIPIENT,
ALGONQUIN COLLEGE BURSARY

CELEBRATING WITH THE STUDENT CHANGEMAKER AWARD

This year, the Board of Governors awarded the remarkable achievements of the *Indigenous Youth Health and Wellness Club* at the Algonquin College Pembroke Campus with the Student Changemaker Award. The learners collaborated with nursing stations in remote northern communities and worked with Canadian North Airlines to deliver supplies to isolated regions. The first shipment included almost \$1,000 of essential items for wellness, from diapers to craft supplies.

INDIGENOUS YOUTH BUILDING ACROSS CANADA

This three-year national project helps Indigenous youth obtain trades training while attending school, with funding from Employment and Social Development Canada (ESDC). Four post-secondary partners and two training centres developed and delivered the programs. The first demonstration project was a huge success, with over 90 per cent of the 81 participants going on to further their training or employment. The College also provided over 400 intake assessments that helped Indigenous youth determine their pathways to education, future work and life skills development. Site visits to two program partners, Assiniboine College in Brandon, Manitoba and the Manitoba Institute of Trade and Technology in Winnipeg, provided the College with an opportunity to see first-hand the success of our collective efforts in supporting Indigenous youth.

A new partner, the Mawiw Tribal Council in New Brunswick, joined the national project. Five new construction projects began in 2021-2022, including projects with three First Nations in south-central British Columbia and a strong partnership with Thompson Rivers University.

Community Elders and Traditional Knowledge Carriers continue to play a decisive role in each community, helping to ensure the approach to teaching and learning is culturally relevant and appropriate. One Elder from Treaty 2 Territory (Dauphin, Manitoba) provided traditional Indigenous teachings to learners on “what it is to be a human being.” Across all communities, the Office of TRI sees stronger relationships develop between Elders and youth in the program.



An Indigenous student enjoys the College's Mamidosewin Centre with friends.

COVID-19 RAPID RESPONSE PROGRAM

Algonquin College was also selected to lead another ESDC-funded Indigenous job-training program: the College's COVID-19 Rapid Response Initiative. This \$2.5 million investment provided more than 300 Indigenous youth across Canada with hands-on job training and employment skills related to the effects of the pandemic in their communities. Some 14 partners, ten of them new, were involved in the program across eight provinces and one territory.

An example of one project included Indigenous youth in the junior carpentry program on the Rapid Lake First Nation, working with experienced carpenters renovating the health centre. Other learners were trained and hired to act as gate security, and three "at-risk" youth were mentored by an Elder in the art of moose-hide preparation. The youth also became the teachers when they assisted the Elders with technology training through reverse knowledge sharing. The training became accessible in Indigenous communities where it might otherwise not be available and connected Algonquin College to communities across the nation.

SERVICES FOR INDIGENOUS STUDENTS

This year we explored how we can better meet the student services requirements unique to our Indigenous learners. More than 170 Indigenous students shared their experiences at the College and provided recommendations for how the Mamidosewin Centre can best meet their needs. The final report delivered five key recommendations to the Mamidosewin Centre team.

"This bursary will help me and my family with financial obligations. I am proud to be Métis and very honoured that I was chosen."

LEARNER AND RECIPIENT,
MÉTIS NATION OF ONTARIO BURSARY

KEEPING THE FIRE

In partnership with the Indigenous Peoples' Education Circle, a four-part Indigenous Knowledge-sharing and storytelling initiative, *Lighting the Fire*, was launched, which evolved to *Keeping the Fire*. The program connected Indigenous and non-Indigenous students and leaders from across Ontario, and three additional colleges committed to hosting the initiative throughout 2021-2022.

INDIGENOUS KNOWLEDGE BOOK CLUB

The new Indigenous Knowledge Book Club introduced Indigenous Ways of Knowing through a love of reading. The book *And Grandma Said* by Tom Porter established a baseline understanding of some Indigenous Knowledge concepts and helped influence the work for *Jidwá:doh - Let's Become Again*. Three new book titles were added to the reading list throughout the year, including the message of Tadodaho Chief Leon Shenandoah *To Become a Human Being*, *Thinking in Indian* a John Mohawk reader, and *The Metaphysics of Modern Existence* by Vine Deloria.



The Algonquin College Wolves Women's varsity basketball team get ready to compete.

A NEW VARSITY IDENTITY



The Students' Association, in consultation with Ron (Deganadus) McLester, Vice President for Truth, Reconciliation and Indigenization, established a new brand identity for Algonquin varsity athletics. The *Algonquin Wolves* replaced the Algonquin Thunder, coinciding with the Algonquin College Athletics and Recreation Centre opening. The selection of *Wolves* as an identity came after substantial investment in community engagement and exploring Indigenous stories. Wolves are symbolic of the Algonquin College community spirit: when wolves venture out, it's not the biggest, strongest wolf out in front but the older, more fragile ones so that they can set the pace and no one gets left behind.

Wolves represent caring
for every individual
and protecting each other.

PARTNERS EXPLORE INDIGENOUS WAYS

This year, Algonquin College was pleased to form a partnership agreement with PCL Construction. The company constructed the DARE District Indigenous space on the Ottawa Campus and expressed an interest in Indigenous culture. They pledged \$216,000 over six years to the DARE6 initiative, which supports Indigenization efforts such as the plan to expand the *Three Sisters Garden*. PCL created an Indigenous business plan with the assistance of Algonquin College and will participate in a series of quarterly events to share Indigenous Knowledge with their 360 local employees.

Algonquin College also continued building on its investment to transform Indigenous initiatives and stake out a leadership role in advancing the *Indigenous Education Protocol* in partnership with Colleges and Institutes Canada (CICan) and collaboration with the Colleges Ontario Indigenous Peoples' Education Circle (IPEC), Indigenous partners, learners, employees, alumni, industry and community leaders.

RECOVERY AND RENEWAL

Throughout 2021-2022, a wide range of shared activities and events supported Indigenous healing, Knowledge and culture.

In September, Canada's first National Day of Truth and Reconciliation, the Pembroke Campus community came together to learn about and respect Indigenous peoples.

Exploring Stories was hosted monthly with summary reports and videos presented to the Algonquin College Leadership Team.

Honouring Orange Shirt day, the College community was invited to view *Economic Reconciliation*, the first film on this topic in Canada.

The Pembroke Campus hosted a virtual speaker series with Ry Moran, founding Director of the National Centre for Truth and Reconciliation, for his talk on Canada's Residential School Tragedy.

More than 300 people registered for a Pembroke Campus speaker series with His Honour, Murray Sinclair of the Truth and Reconciliation Commission, made possible with federal government New Horizons funding to expand its speaker series to a virtual format.

Vice President McLester led storytelling for the children at the Early Learning Centre, recorded for programming on the first National Day of Truth and Reconciliation.

Ry Moran, Founding Director of the National Centre for Truth and Reconciliation joined the Algonquin College Speaker Series, 2021 (Pembroke Campus).





An Algonquin College business student at work in the Student Commons.

Applied Education and Training

The sun’s energy helps sustain us, alongside the plants and animals in our environment. Collectively we survive in an interdependent ecosystem. We thrive by adapting, considering the weather, climate and seasons we live in and altering our behaviours with variations in temperature, humidity and light.

Algonquin College is essential to regional prosperity, developing new talent, reskilling job seekers, upskilling employees and partnering with industry and organizations to conduct applied research, foster entrepreneurship, incubate innovation and drive progress to reach their business goals.

With close to 20,000 students starting full-time programs each fall and thousands more taking flexible education and training courses and targeted programming throughout the year, Algonquin College makes a significant impact on the lives of our learners; the economic, social and environmental conditions of our region; and the productivity and prosperity of Ontario.

Almost overnight, the pandemic transformed our lives, bringing new social, economic and environmental demands for skills. The College responded, shifting how we work and engage learners, addressing society’s urgent priorities and the needs of the people who live, work and lead in Ontario.

STRATEGIC DIRECTION		
NUMBER OF STUDENTS REGISTERED IN CO-OP, 2021-2022		
TARGET	ACTUAL	TRUE NORTH
5,500	5,664	11,000

“ I am a 37-year-old mother of four children, a childhood cancer survivor, a wife, a college graduate, a valedictorian and grateful for all the challenges along the way. We need to inspire those around us and aim high and chase our dreams.”

ANNIE SPROULS, AC ONLINE GRADUATE

Essential to achieving the College's vision

The work undertaken in the Academic area is essential to achieving the College's vision to be a global leader in personalized, digitally connected, experiential learning. Our academic teams ensure our programming is of the highest quality, staying abreast of market changes; evolving the way we teach, learn, collaborate, and innovate; and addressing the needs of learners and employers for their success in a highly competitive global market.

Algonquin College helps learners reach their dreams and career aspirations by upholding teaching excellence and the high-quality, applied learning experiences employers demand. The **Academic Development** team creates, evolves and facilitates the processes for the College's quality programs and curriculum. The department fosters a culture of innovation and academic excellence while providing leadership and consultative support in program development and renewal, course development, teaching and learning and teaching with technology. The team works across the College to evolve programming and ensure alignment with quality standards. This team also advises and supports students through recognition of prior learning and advising on pathway options for their academic journey.

The **Academic Operations and Planning** department explores, researches and implements proven practices and resources to support student persistence, academic success and evidence-based decisions. The Academic Operations and Planning department conducts institutional research and analysis to help the College make informed, data-driven decisions on the quality and performance of programming.

The most recent Key Performance Indicator results showed nearly 80% of Algonquin College graduates find work in their field within six months of graduation, and 92% of employers are satisfied with the quality of the Algonquin College graduates they hired.

The employees working in **Applied Research, Innovation and Entrepreneurship** bring together academic teams with students who collaborate on applied research projects with businesses, industry and community organizations in Eastern Ontario. The experiential, entrepreneurial endeavours provide practical products and services for everyday issues in a well-developed ecosystem of people, programs, partnerships and resources. The College supports Ontario business while developing empowered researchers and aspiring entrepreneurs with a co-working space, workshops, events, mentorship and valuable connections.

Students graduating from local high schools are not the only ones interested in Algonquin College. More and more job seekers, workers and students from overseas seek out the College's programming. As an essential need for modern times and a growing area for the College, the

Global, Online and Corporate Learning teams focus on designing and delivering flexible lifelong learning experiences. The Algonquin College Corporate Training (ACCT) Centre employees work directly with employers and individuals to meet their growing demands for retraining, skills upkeep and ongoing professional development. The International Education Centre (IEC) teams welcome thousands of international students to Canada from 100 countries who enrol in our programs or language training each year. Overseas, the IEC expands the College's global presence with partner institutions in China, India, Montenegro, and more. As the College's digital-only campus, AC Online features more than 65 online programs and 800 online courses, offering flexible, personalized, high-quality online content with a customized, full-support service model.

AC Online introduced the new Addictions and Mental Health Graduate Certificate full-time program for the Fall 2021 term, a program recognized for excellence by the Canadian Addiction Counsellor Certification Federation.

The College supports comprehensive programming, providing quality education and training across disciplinary and occupational fields, credentials and delivery modalities. These **hands-on, digitally connected, experiential learning** experiences are embedded in more than 300 full-time programs offered at the Ottawa, Perth, and Pembroke Campus locations with the work of academic teams in the Faculty of Arts, Media and Design; Faculty of Health, Public Safety & Community Studies; School of Advanced Technology; Algonquin Centre for Construction Excellence; School of Business; and School of Hospitality and Tourism.

PROGRAM DEVELOPMENT: A RIGOROUS PROCESS

Our process for developing new programs is a rigorous one. It begins with capturing ideas from Program Advisory Committees, students, employers, market-trend research and other sources. Ideas undergo a comprehensive assessment to ensure sound rationale for the program and delivery is feasible. Proposals with market demand, employment opportunities, resources, delivery strategies, funding sources and more are approved for the next phase.

At Algonquin College, we support our students' dreams and career aspirations through teaching excellence and the quality and integrity of our program curriculum. Our Academic Development department works with academic teams across the College, ensuring programming aligns with provincial requirements and best-practice quality standards. Teams work through this comprehensive process using the Program Lifecycle Management System (PLMS), the first phase of which was launched in Fall 2020, a system developed in a multi-year automation project to manage and automate workflows, providing a single source of information on the status of programs.



Proud Algonquin College parents join their daughter on Move In Day, September 31st, 2021.

REVITALIZING QUALITY REVIEWS

Program Quality Reviews (PQRs) are essential to a program’s lifecycle, providing the opportunity for an in-depth exploration to confirm what’s working well and identify opportunities to improve. In 2021-2022, the College’s Academic Development department introduced process improvements and a new PQR support model, increasing PQR completion rates for the year well above the 30 to 40 programs averaged annually. As a result, academic teams gained momentum to complete lingering reviews and successfully opened new ones.

In 2021-2022, the Ontario College Quality Assurance Service conducted its College Quality Assurance Audit Process with Algonquin College’s quality assurance mechanisms to ensure continual improvement. The College received a Mature Effort status, the best possible outcome.

A WEALTH OF EVOLVING PROGRAM PATHWAYS TO CAREER SUCCESS

In 2021-2022, the College’s Academic area continued to innovate, creating new programs, opening programs for enrolment and revitalizing older programs in a spirit of continuous improvement.

Our Board of Governors approved 15 new programs for development, including an Ontario College Advanced Diploma, *Computer Programming and Analysis*; three Ontario College Graduate Certificates, *Financial Services*, *Business Development and Sales*, *Cloud Development and Operations*; and eleven new Apprenticeship Ontario College Certificates.

The Ministry of Colleges and Universities also approved two new Algonquin College Ontario College Graduate Certificate programs for teams to prepare for public release, including *Artificial Intelligence and Software Development* and *Supply Chain Management – Global* programs.

The College also launched 12 programs, opening them up for student enrolments in 2021-2022, including four new Ontario College Certificates, two new Ontario College Graduate Certificates, three new Bachelor Degrees (Honours) and three revised programs, an Ontario College Diploma, an Ontario College Graduate Certificate and a Bachelor Degree.

New programs launched in 2021-2022

- Design Foundations
Ontario College Certificate
- Drawing Foundations for Animation and Illustration
Ontario College Certificate
- Human Services Foundations
Ontario College Certificate
- Music, Media and Film Foundations
Ontario College Certificate
- Brand Management
Ontario College Graduate Certificate (2-Year)
- Cyber Security Analysis
Ontario College Graduate Certificate
- Bachelor of Digital Marketing Communication
(Honours)
- Bachelor of Technology
(Business Systems Development) (Honours)
- Bachelor of Technology
(Digital Health) (Honours)

New program deliveries and program titles in 2021-2022

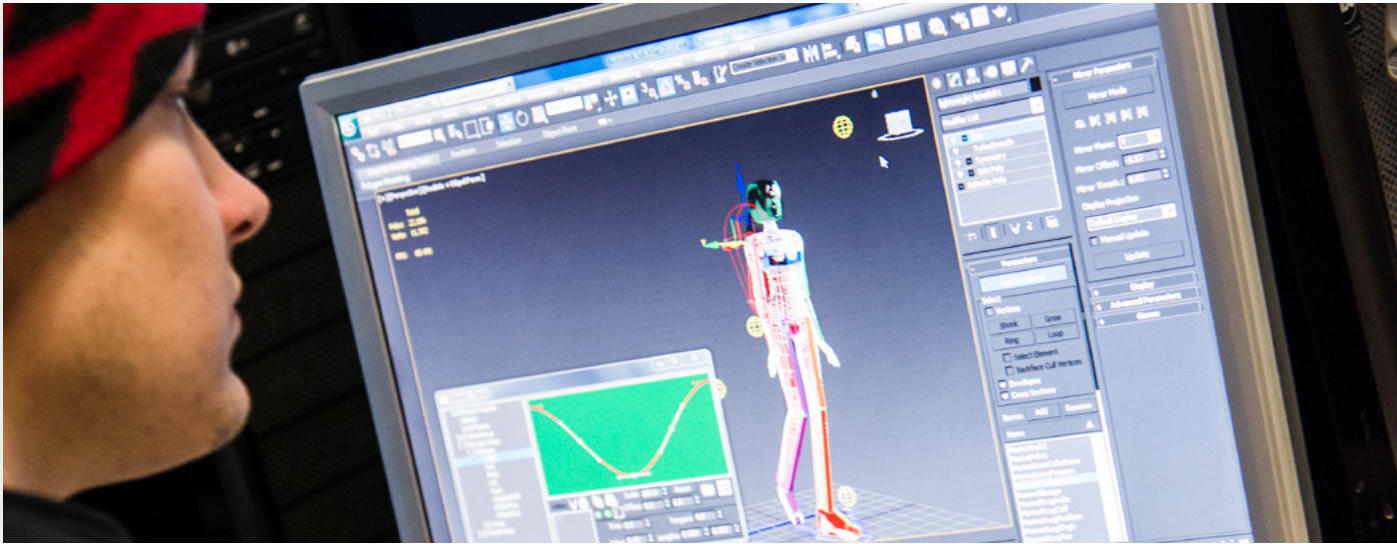
- Computer Programming
Ontario College Diploma (Pembroke), additional campus offering
- Geographic Information Systems
Ontario College Graduate Certificate (Pembroke), additional campus offering
- Bachelor of Science (Building Science) (Honours), formerly Bachelor of Building Science (Honours)

LEARNING AND TEACHING SERVICES BOLSTERS DIVERSE PERSPECTIVES

Our Learning and Teaching Services (LTS) opened the Critical Pedagogy Institute in 2021-2022. The Institute delivered one-on-one support, resources, reading lists and Professional Development to help faculty implement inclusive education and social justice principles into their teaching practice. Feedback from pilot sessions in 2021 and ongoing consultation continues to inform future workshops and support. The Critical Pedagogy Working Group and the College’s first Indigenous Pedagogy and Curriculum Consultant, who will lead the Indigenous Pedagogy Institute, will bolster support for diverse perspectives across curriculum development.

INTRODUCING A MICRO-CREDENTIALS FRAMEWORK

Our ability to nimbly respond to employer, industry, community and learner demand for flexible and granular post-secondary training advanced this year. Academic teams worked together to develop the Algonquin College Micro-credentials Framework based on the CIfCan definition: “A micro-credential is a certification of assessed competencies that is additional, alternate, complementary to, or a component of a formal qualification.” Formally approved by the Board of Governors, the Framework will guide academic teams in their future development of micro-credential programs.

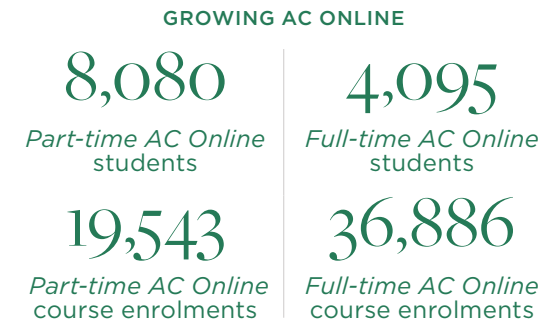


Algonquin College student at work in the Game Development program in the Faculty of Arts, Media and Design.

New programs for AC Online Campus

The College also celebrated the first full year of its virtual campus, AC Online, helping us meet our learners where they are, on their time, and when they need us. The College solidified its commitment to learners who have come to expect a breadth of high-quality services and online learning experiences, whether onsite in Ottawa, Perth, Pembroke or with AC Online. The College also invested in new technology, more interactive elements and custom video content to enrich digital learning experiences.

The new AC Online Campus offered 24 full-time online programs, 68 part-time programs and an entire catalogue of courses in 2021-2022. Learners across Canada chose the campus for full-time studies more often: full-time online students and full-time online course enrollments increased by 6 per cent and 7 per cent in 2021-2022. The AC Online teams continued to develop curriculum throughout the year, signing an agreement with CIfan to deliver the *Support Care Assistant* micro-credential in Spring 2022 and readying to open *Building Information Modeling*, *Web Development* and *Internet Applications* programs for Fall 2022.



An Algonquin College business student engages with her team online.

“ The opportunity to share personal experiences related to each topic through open discussion boards...connecting with classmates and facilitators to share knowledge and discuss ideas. We learned to focus on our individual strengths and be proud of what we could do.”

PATRICIA COYNE, FITNESS AND HEALTH PROMOTION PROGRAM, AC ONLINE

“ I am a mature student that is a single mother of two young kids. Also, I am an American immigrant with zero family support here in Canada. ... Your generosity gives me the hope and encouragement that I need to push through this challenge and achieve my aspirations.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY

SUPPORTING STUDENTS AND EMPLOYEES ONLINE

The Digital Learning Experience (DLE) Team supports students and employees using Brightspace by D2L for onsite, hybrid and online learning experiences. While service requests increased by 80 per cent, the DLE Team maintained an excellent service level.

PREPARING TO THRIVE POST-PANDEMIC

The Pembroke Campus partnered with the City of Pembroke, the County of Renfrew, the Upper Ottawa Valley Chamber of Commerce and the Lanark Renfrew Labour Market Working Group to address the post-pandemic economic recovery for Renfrew County, including searches for skilled talent. The College will continue to address these needs by offering programs that produce graduates to fill these talent gaps.



Pembroke Campus students at work in the Urban Forestry Arboriculture program.

Through the Government of Canada's Global Skills Opportunity Program, the College received \$500,000 to support the participation of domestic learners in international mobility opportunities through 2025. The program helps low-income students, students with disabilities and Indigenous students participate in overseas studies and work-abroad programming. The funding will provide international mobility opportunities for an estimated 85 Algonquin College students.

MAKING A GLOBAL IMPACT

The International Education Centre extended its personalized support services throughout the year, providing entry and quarantine support for 1,299 international students with webinars on entry requirements, a comprehensive webpage of resources and tools for quarantining and travel registration and on-the-ground, local support services for quarantine upon arrival such as airport pickup, organizing accommodations, providing daily wellness checks and accessing settlement services.

Global Affairs Canada funded and CIfan administered, *Skills to Access the Green Economy* (SAGE) program supports demand-driven technical and vocational education training in economic sectors associated with climate change that will build resilience in the Caribbean. Algonquin College led a SAGE project and launched a *Furniture Making and Entrepreneurship* program at the *Centre Where Adolescents Learn to Love and Serve* in Portsmouth, Dominica, in January 2022.

Algonquin College and Ningbo Polytechnic, Ningbo, China, held a ceremony for the first cohort of students graduating from the *Hospitality Hotel and Restaurant Operations Management* program at Ningbo in June 2021. The ceremony was attended remotely by the Class of 2021 in Ningbo, Algonquin College President and CEO Claude Brulé and Ningbo Polytechnic President Xiangyang Wu, alongside faculty and staff from both institutions.

DEVELOPING SKILLS IN THE WORKPLACE

Work-integrated learning experiences ensure our students can develop their skills in a workplace setting before they graduate. Students can apply their learning in various ways, from cooperative education to clinical placements. The College also hires co-op students to work across departments and its learning enterprises, such as the Ottawa Campus Restaurant International, the dental clinic, the retail stores and markets or the hairstyling and aesthetic salons.

COOPERATIVE EDUCATION GROWS

Algonquin College Cooperative Education provides students with real-life, experiential learning experiences. This year, the College reached a new record, employing 463 co-operative education students in Fall 2021 – a 19.3 per cent increase over the prior year. At the annual Algonquin College Cooperative Education Awards of Excellence, the College honoured students and employers for their outstanding achievements and contributions.



Students prep tools for their hands-on practice in the Medical Device Reprocessing program.

TRAINING ENGAGES INDUSTRY TO REBUILD THE REGIONAL ECONOMY

To mitigate the impacts of the pandemic, Algonquin College Business Development led three SkillsAdvance Ontario projects through the Eastern Ontario College Consortium (EOCC), a collaboration that includes Collège La Cité, Fleming College, Loyalist College and St. Lawrence College. The EOCC member colleges worked with regional Employment Ontario Service Providers to complete the \$15.5 million projects, creating rapidly-deployed sector-based training and workforce development solutions to recruit and develop talent for sustained or advanced employment in construction, healthcare and manufacturing. The Employment Ontario projects were funded in part by the Government of Canada and the Government of Ontario.

RESULTS-ORIENTED TRAINING AND LEARNING SERVICES

Since 1967, Algonquin College Corporate Training (ACCT) in the Business Development division of the College has offered results-oriented training and learning services that have expanded locally, nationally and internationally. Located in the heart of the nation's capital and a new 8,800-foot space on Sussex Drive, ACCT offered \$6.1 million of virtual instructor-led training, eLearning, live instructor classes and custom training sessions at client workplaces this year.

CORPORATE TRAINING

7,095
Individuals

317
Employers

34
Federal departments

2021 Cooperative Education Awards of Excellence

COOPERATIVE EDUCATION STUDENT ACHIEVEMENT AWARDS

Mélanie Bélanger

Computer Programming
Canada Revenue Agency

Meaghan Browne

Bachelor of Commerce
City of Ottawa

Travis Crew

Bachelor of Commerce
Department of National Defence

Zayed Elghalayini

Computer Engineering Technology - Computing Science
Canada Revenue Agency
Data & Business Intelligence Directorate

Lin Gan

Computer Programming
Canada Revenue Agency
Information Technology Branch

Wenbo Ge

Computer Programming
Canadian Institutes of Health Research

Fahimeh Karimi

Computer Engineering Technology - Computing Science
Canada Revenue Agency
Compliance Program Branch Query Repository

OUTSTANDING CONTRIBUTION TO ALGONQUIN COLLEGE COOPERATIVE EDUCATION AWARDS

Laura Bacic

Invest Ottawa

Robert Crane

Correctional Service Canada

Andre Edmonson

Ross Video

Vincent Edwards

House of Commons – Digital Services and Real Property

Cameron Hopgood

Ottawa Police Service

Julie Lovitt

Natural Resources Canada
Canada Centre for Remote Sensing

Brad Noll

Department of National Defence

Isaac Potter

Department of National Defence

NUNAVUT MUNICIPAL TRAINING ORGANIZATION DEVELOPS LEADERS

ACCT partnered with the Nunavut Municipal Training Organization to customize a certificate program with a flexible training schedule to develop employees for management-level positions across 25 Nunavut municipalities. The certificate program prepares more employees for advancement into management positions with the first cohort's graduation celebration in 2022.

EXPANDING FLEXIBILITY WITH MULTIMODAL DELIVERY

Innovation is essential in the content of our programs and how they are delivered. With learning now a lifelong endeavour, flexibility and personalization are in high demand to suit learners' diverse lifestyles and circumstances. Whether it's a hard-working entrepreneur who wants to strengthen their business skills, a single-parent looking to enter the workforce while juggling childcare, or an employee working full-time when eyeing a promotion, Algonquin College offers the courses and programs they need, ready for access from overseas or in the middle of the night, to accelerate their learning or go at a slower pace.

Multimodal delivery describes when academic teams can deliver the same learning experience in multiple modes and students can choose how they wish to participate. In the BlendSync format, all students participate in synchronous instructor-led classes either online or on campus. In the HyFlex format, learners can also participate asynchronously outside of the session scheduled at a fixed time.

This year, the College piloted four new multimodal enhanced classrooms at the Perth, Pembroke and Ottawa campuses. The *Multimodal Delivery Pilot* included the installation of a video camera, document camera, array microphone and additional monitors to display remote students and support the evaluation of scalable technical options in each classroom. Faculty participated in multimodal delivery training sessions and data collection to participate in the pilot. The College plans to equip an additional 30 multimodal classrooms over the next three years with positive outcomes.

THE INNOVATION AND ENTREPRENEURSHIP MINDSET

Algonquin College fosters innovative and entrepreneurial thinking as a key skill for the modern workplace. The College's Innovation and Entrepreneurship (IE) Committee, with leaders from Applied Research, Innovation and Entrepreneurship (ARIE) and the Office of Truth, Reconciliation and Indigenization, developed an Innovation and Entrepreneurship Mindset Competencies Framework based on the Anishinaabe Medicine Wheel teachings that set forth a sequence of thinking, collaborating, doing and change-making to serving diverse learners with a wide array of interests, goals and passions. The Committee will validate the framework to inform and influence future curriculum development and student initiatives in the coming year.

CHANGEMAKER AWARD: FOOTWEAR 4 KIDS CHARITY



William Bourgault giving back to his community with his charity, Footwear 4 Kids.

William Bourgault, a Police Foundations student, had a few pairs of running shoes he wanted to donate to families in need and posted them online. Overwhelmed by messages from newcomers to Canada and those who had lost their jobs due to COVID-19, he knew he had to do more. In collaboration with the Caldwell Family Centre, Footwear 4 Kids now has more than volunteers, including six family support workers, 22 volunteer drivers, and four classmates, and aims to become a registered charity with sponsors and supporters.

APPLIED RESEARCH: COLLABORATIVE INNOVATION WITH STUDENTS, EMPLOYEES AND BUSINESS



Student presenting his project at the RE/Action showcase.

Another way the College embeds innovation is through our collaborative applied research with industry partners. Each year, ARIE brings together Algonquin College's talented professors and students with local businesses, industry and community organizations to collaborate on applied research projects. This enriched learning environment enables our students to work with industry leaders and actual clients. Students can apply their knowledge to solve real-world problems within their field while supporting their community's social, cultural and economic growth. Businesses benefit from their access to qualified future talent and skilled experts.

The College's applied research teams completed nearly 100 inspiring projects with students this year. Students presented their projects at each of the College's three RE/Action showcases, held throughout the year. At each event, three projects received awards for their achievements. Some examples of projects included: a team working at our Human-Centered Design Lab for Advanced Symbolics Inc. to develop a self-service tool for



ALGONQUIN COLLEGE Human-Centred Design Institute

Funded by the United Nations through financial contributions received from the European Union (CTSP 2016/2011)

iansa UNITED AGAINST GUN VIOLENCE

A multi-disciplinary applied research team of Algonquin College students presented to the United Nations in 2021.

market research powered by artificial intelligence; a local Immigration Partnership to design, construct and test a resource portal filled with helpful articles and tips for new Canadians; and an Airbag Deployment Unit intended for disposal and product testing of airbags and pyrotechnic devices for Transport Canada.

Innovative applied-research endeavours at the Algonquin Pembroke and Perth campuses can also focus on the specific needs of their local communities. The Pembroke Campus Applied Research Centre is a hub for rural innovation in healthcare, resources and environment, adventure tourism and rural entrepreneurship. The Perth Campus is building on the strengths of its local community with a blended focus on heritage trades and advanced building technology.

ARIE also includes research centres to advance innovation in specific sectors. For example, the ARIE Victimology Research Centre collaborates with non-profit organizations and local, provincial and federal government stakeholders to study victimization, resilience and survivors' experiences with the criminal justice system and service providers. While a team of student researchers from the ARIE Data Analytics Centre, the first of its kind in the Canadian college system, collaborated with the start-up KataniTech and created a new service - POPTikR "Shop Local," an app platform that links local providers and retailers with local community clients.

CHANGEMAKER AWARD: AIM FOR CHANGE - NEW WAYS TO ADDRESS YOUTH AND GUN VIOLENCE CAMPAIGN

First-year Public Relations student Shelby Richardson and fellow students Catherine Matovu, Anna Ranger and Amarjeet Singh, with supervisor Jed Looker, presented at a United Nations meeting this year. The students designed after-school programming with a zine that speaks to the gun violence youth experience in their communities. Developed for the International Action Network on Small Arms, the team piloted a workshop in Cape Town, South Africa, with regional partners Gun Free South Africa.



Algonquin College student at work in the Electro-Mechanical Engineering Technician program.

Student Success

While looking out at the natural landscape, our view is in a state of change and flux. Rain and fog can cast the scene in monochrome shades of gray; hours later, the river sparkles with a brilliant turquoise from a cloud-dotted sky. Wildflowers bloom in multi-coloured splendour, and young animals frolic amongst them. No matter which perspective is centre-stage, the natural environment provides optimal support to nurture growth and learning.

At Algonquin College, our landscape and our learners are in constant change. As learners move along their life journey – whether fresh out of high school, learning new skills to advance a career, or changing careers altogether – they join the College community for new beginnings and fresh perspectives.

Being learner-driven, Algonquin College endeavours to meet these evolving needs, working collaboratively across our many different service areas and departments to create the optimal environment learners need to make each learner’s college experience a successful one – even as their needs change.

Today’s learners experience change from within themselves and an increasingly complex interconnected world. The College explores innovative ways to harness these changes and support our learners on their journey. As we emerge from the pandemic, we have new opportunities to incorporate lessons learned over the last two years into our operations, advancing our objectives to be learner-driven and continuing to lead the sector for personalized college experiences.

STRATEGIC DIRECTION

2021-2022 STUDENT RETENTION

TARGET	ACTUAL	TRUE NORTH
81.5%	82.5%	100%

2021-2022 STUDENT SATISFACTION

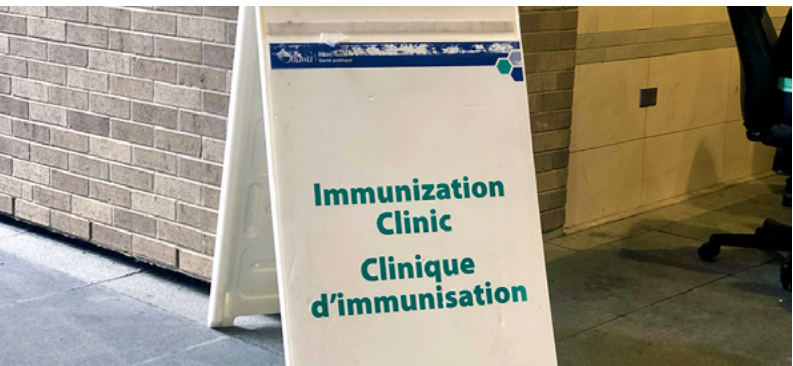
71.2%	77%	100%
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STUDENT SUCCESS

STAYING SAFE DURING THE PANDEMIC

The year, the College was in transition. Health and safety remained the top priority, and the College’s Health Services in Ottawa ran a successful vaccination clinic for learners and employees, with full bookings throughout the summer months. We also hosted an Ottawa Public Health Pop-up clinic, open to all our employees, learners and their families, while the Perth Campus hosted a walk-in clinic in partnership with the local health unit. In the fall, free rapid antigen testing took place at all three campuses, with 2,994 tests administered by the end of October 2021.

Our learners helped their communities too. Students from the Office Administration – Executive program at the Pembroke Campus volunteered their time at vaccination clinics upon the request of the Pembroke Regional Hospital. The work gave them hands-on experience, a chance to apply what they had learned in class and networking opportunities with people in the medical field while they helped out their community.



Algonquin College Health Services administered COVID-19 vaccines to students and employees at the Ottawa campus. Photo credit: Sevval Kokten.

“ The money I’ve received will help reduce my student debt load which can be a source of stress. As a mature student who faced adversity earlier in life ... it’s incredibly humbling to receive such an award.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE SCHOLARSHIP

RESOURCES FOR MENTAL WELLNESS

Mental wellness was also a priority throughout the pandemic. We introduced the keep.meSAFE program with a downloadable app of resources and free 24/7 counselling support via chat or telephone in multiple languages to support our international students from anywhere in the world. Our Counselling and Centre for Accessible Learning (CAL) teams introduced the *Thriving in Action* program, inviting learners to thrive in their academic and personal life with crucial skills to increase motivation, optimism, resilience, time management and study habits. Last year, our Intercept Program was expanded to meet, mentor and guide learners who are having difficulty and considering withdrawing from their studies early in the term to help them explore all of their pathway options and the resources available.

Through Bell Let’s Talk, the College received \$25,000 to conduct an audit, assessing the current mental health support services and the mental health needs of students. The funding was part of \$3 million in Bell Let’s Talk grants awarded to 123 Canadian colleges and universities to support them in implementing the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students established by the Mental Health Commission of Canada (MHCC) in partnership with the Canadian Standards Association. The information from the audit will better position the College to conform to the Standard, the first of its kind in the world.

“ This has helped me tremendously and allowed me to take a big step ahead ... Your contribution to my education will have a lasting impact, and I sincerely thank you again.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY



Algonquin College marked the first National Day for Truth and Reconciliation in September with in-person and online events for students, employees and the general public.

PROMOTING EQUITY, DIVERSITY AND INCLUSION

The College promoted equity, diversity and inclusion this year, holding virtual events to bolster a sense of community and belonging; the approach broadened the appeal, and larger audiences participated. The Inclusion infusion podcasts provided in-depth conversations about identity and inclusion. From Campus Pride Week to honouring the National Day for Truth and Reconciliation at the Mamidosewin Centre, events held throughout the year brought people together from across the College.

The College launched the *Project In-Kind* in partnership with Kind Village Inc. to promote and organize learners in volunteer, community-based learning activities. During Global Volunteer Week, over 20,000 students and employees from our four campuses supported more than 500 organizations.

THE OPENING OF THE ATHLETICS AND RECREATION CENTRE

This year, an exciting highlight was opening the \$62 million Jack Doyle Athletics and Recreation Centre (ARC), located across from the student residence. The 125,000 square-foot ARC is the first building fully owned by the Algonquin College Students’ Association (SA), and access to the world-class facility is included in student fees. Features include a 10,000 square foot free weight area, a 346-metre track on the second floor with a bird’s-eye view of the facility, a climbing and bouldering wall, bowling, fitness studios and classes, a golf simulator, billiards and a restaurant lounge.

The SA also completed a rebranding exercise to rename the College’s varsity teams, upholding our commitments to Truth and Reconciliation. The Algonquin Wolves is not only a new identity for varsity athletics; the brand extends our vision of Algonquin College as a whole. Every student at the College now belongs to the Wolf Pack, symbolizing teamwork, loyalty, family ties, communication, education, understanding and intelligence.



The new 125,000 square-foot Jack Doyle Athletics and Recreation Centre (ARC) opened in 2021. Photo Credit to Roy Grogan.

Students from the Pembroke Campus enjoy the new ARC climbing and bouldering wall.

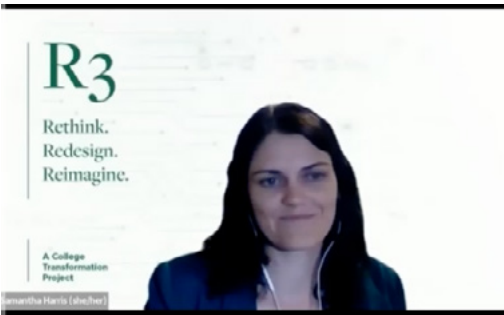


RETHINKING, REDESIGNING, AND REIMAGING THE LEARNER EXPERIENCE

Our R3 Project involves the three R's of rethinking, redesigning and reimagining our learners' experiences. When fully implemented, the leading-edge Software-As-A-Service (SAAS) system will provide our employees better access to the tools and information they need to support our learners. Our learners will get the personalized, data-driven, self-service experience they want and need.

The R3 Project is transformational. The R3 Project will introduce a next-generation Student Information System (SIS) solution to Algonquin College that supports the College's vision to be a global leader in personalized, digitally connected, experiential learning. The R3 Project is not just about replacing our current SIS; it leads a College-wide transformation, with multiple project streams to empower employees to rethink, redesign, and reimagine the College's operations, identifying how we can bring to life our mission to transform hopes and dreams into lifelong success through our day-to-day activities.

As of April 2021, the R3 Project team started the first *Familiarize* phase for discovery and was well prepared to engage employees to discuss business processes through June 2022. Throughout the year, the R3 Project team onboarded 5,853 Algonquin College employees to multi-factor authentication, engaged College stakeholders 368 times and completed the first end-to-end migration trial test of 30,000 student records and 5,000 staff records. In January 2022, 44 R3 Change Champions came forward from across the College to help users understand and adopt the new system.



MARKETING AND RECRUITMENT IN AN ONLINE WORLD

Algonquin College received special funding to develop a *Pathways awareness campaign* to promote mobility and continuing education opportunities. The campaign resulted in 2.35 million impressions, 135 per cent above the targeted goal. The *What Will Winter Look Like* campaign Instagram reel for “Delicious Eats on Campus” achieved record-breaking success with an engagement rate that significantly outpaced previous campaigns. Marketing actively promoted Algonquin College and its programs on international lead generation sites to attract more international students, resulting in 503 leads. Also, regional digital lead-generating campaigns featured alumni, increasing click-through rates by 6 per cent.

The College held several virtual sessions to reach prospective learners, showing virtual tours of each campus and walking through the college application process. In these sessions, teams connected with 2,906

attendees, up 66 per cent from 2020. The Virtual Open House event held in November 2021 had record-breaking attendees, with 3,800 registered participants and 5,891 unique page views resulting from the event. Also, the College added audio to the Algonquin College Virtual Tour for the Ottawa Campus, expanding the time viewers stayed to watch the tour by 10 per cent and a 9 per cent increase in the pages they scrolled through each session. Future film shoots will soon be underway for the Perth and Pembroke Campuses.

As travel and in-person presentations were not possible, one of Algonquin College's recruiters created a virtual alternative called *College Mondays*. All 24 Ontario colleges participated in the virtual series housed on the Ontario College Application Service website. During the first three weeks, 3,254 individuals registered, and 1,559 attended, many with parents/guardians or other influencers.

SUPPORTING STUDENTS WHERE THEY ARE

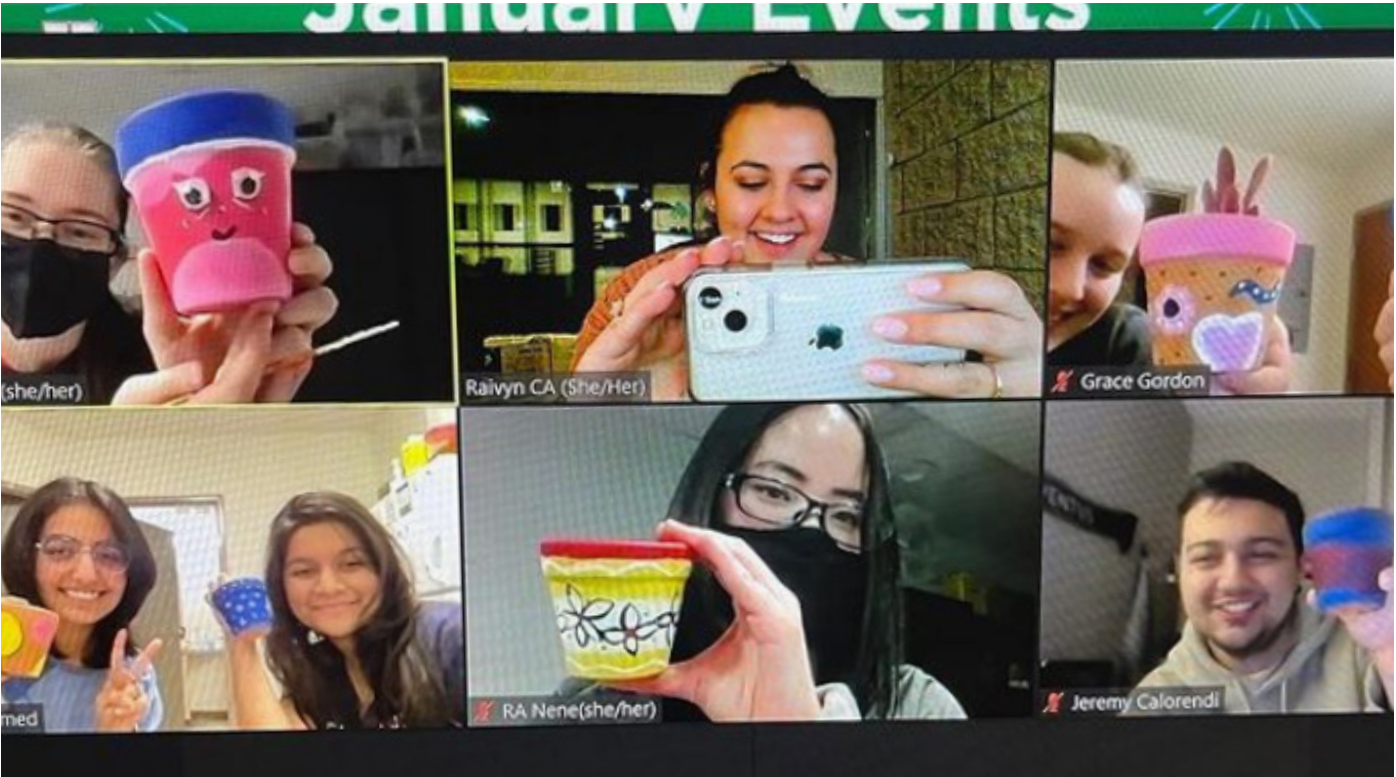
College teams strive to find new ways to support students. AC Day 1, our traditional in-person orientation event, was celebrated virtually this past year. On AC Day 1, learners had no shortage of online fun, chances to connect with new friends, and opportunities to prepare for the academic year ahead. Practical information sessions helped learners access campus facilities and services, while social activities included music, chats, games, and more opportunities to connect.

With the waxing and waning of the pandemic, College teams adapted to help learners where they were at; whether they needed information, clarification or assistance, we were there to help. From applications to bursaries, Library services and more, our people answered the calls. For example, employees at our Library fielded 802 research support questions through online chat and email, an 89 per cent increase for the year, and our Student Learning Centre responded to 606 requests for online coaching sessions, an 85 per cent increase. Our Registrar's Office responded to 40,085 calls, a 35 per cent increase over the prior year.

GETTING LEARNER FEEDBACK AND ACTING ON THE RESULTS

We take a sincere and compassionate interest in our learners to ensure they have the support and resources to succeed. Timely surveys help us gain insight into our learners' college experiences to make informed changes to programs, support services, and resources as part of the College's continuous improvement process. This year, we listened to students to gain insights into their remote learning experiences and the impact of the pandemic to act on that information, delivering additional support and resources as required.

We gathered the opinions of Algonquin College Indigenous learners and those that work to support their success. Dr. Yves Pelletier met with more than 170 of Algonquin College's Indigenous learners and our employees to uncover how the Mamidosewin Centre can best meet their needs. Dr. Pelletier reported back on the consultations with a comprehensive summary of learner impressions and five recommendations to meet the needs of Indigenous students in the future.



Students get to know one another joining in on Virtual AC Day 1 orientation and social activities online.



The Algonquin College Perth Campus became more colourful and inclusive with the new diversity mural completed by artists Jimmy Baptiste and Allan Andre.

Empowered People

Storms are a time to flourish. Trees take deeper roots. Taller, more resilient trees protect new growth and provide shelter to creatures of all kinds and sizes. When a ray of sunlight appears, the forest has changed. There is growth and renewal.

At Algonquin College, we are people-focused. We strive to empower our people to unleash their full potential. This year, the College made great strides, encouraging employees to explore innovative ideas, reach out and collaborate with others and find new ways to improve learner experiences. The College continues to build a learner-driven, people-focused culture through the dedicated efforts of our people as they forge the path forward.

As our people worked to uphold the quality of learner experiences through the past year's challenges, we were inspired by their accomplishments. During the second year of the pandemic, the College began to move beyond recovery. Our Human Resources (HR) teams listened to understand how our people have been striving. We wanted to know what they feel has changed, what remains the same and what supports will ensure their health, safety and inclusion to support a learner-driven culture. We tested our strengths and collectively we are emerging stronger, ready to thrive once again.

STRATEGIC DIRECTION

2021-2022 EMPLOYEE ENGAGEMENT

TARGET	ACTUAL	TRUE NORTH
N/A	Available 2023-2024	100%

IMPROVE ORGANIZATIONAL SUPPORT FOR DIVERSITY IN 2021-2022

N/A	Workplace Health Survey 2022 Inclusive Climate Survey 2022	100%
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National Capital Region’s Top Employer, 2022

Algonquin College was named a National Capital Region’s Top Employer for 2022, making this the ninth year in a row we received this recognition. The College is proud of this award as one of the foundational goals in the Strategic Plan is to be recognized as an exceptional place to work by our employees.

Our employees often promoted the College for this award because of the many initiatives made to support them during the challenging times of the COVID-19 pandemic. The College will strive to uphold this record accomplishment by engaging the strength of our employees, offering opportunities for further performance and professional growth and building a vibrant, resilient and diverse workforce.

Jamie Bramburger, Manager of Community and Student Affairs at the Pembroke Campus, was named one of the people to watch by the Eastern Ontario Business Journal. He was chosen for his work as a community leader who propels economic growth in the region.

More well-earned recognition came from *Benefits Canada* magazine, a high-profile pension and benefits publication for key decision-makers in Canadian workplaces. The magazine featured the Algonquin College Wellness and Ability team for its Absence Management Program, touting it as one of the best in Canada. The publication recognized Algonquin College’s efforts to ensure each returning-to-work employee is welcomed back to campus in a personalized, safe and healthy way.

TAKING THE PULSE SURVEY IN A CHALLENGING YEAR

In January, to check in with employees and see what they needed to thrive, a voluntary, anonymous pulse survey was distributed with the help of a third-party research organization. All active, paid employees received invitations to participate in the survey, giving their opinions on the College’s response to COVID-19; remote work; psychological health and wellness; and the resources provided by the College.

The 2021 Pulse Survey was the first Algonquin College survey dedicated exclusively to psychological health and wellness. The researchers gathered responses from 1,830 employees, achieving a high response rate of 51.2 per cent. The results were favourable; several key performance indicators from other surveys had improved, and only Work-Life Balance scored below comparative data in the World Higher Education Database.

Opinions shared in this year’s Pulse Survey showed how Algonquin College’s people pulled together during challenging times, stating they agree that:

- ✓ Algonquin College cares about its employees.
- ✓ I would not leave Algonquin College if an equivalent employment opportunity became available elsewhere.
- ✓ I would recommend Algonquin College as an employer to friends and family.

Employees were also very positive about how the College managed through the COVID-19 pandemic. Employees did indicate a need for more mental health resources and supports; the College is already working on action plans to respond. The Algonquin College Leadership Team and their areas have also referenced the results to explore new opportunities to improve employee engagement.

A MORE FLEXIBLE WORKING ENVIRONMENT

A project that has already moved ahead due to the Pulse Survey is the development of the Flex Work Arrangement Policy. Some 55 per cent of our employees say they enjoy a better work-life balance working remotely. The strongest preference for working arrangements (for those working remotely at the time of the survey) was to continue working remotely most days, with one or two days per week onsite.

Last year, the College conducted a Flexible Work Program work-model pilot project to determine the best way to provide employees with a more flexible work-life, considering onsite, hybrid or fully remote work options. A total of 15 areas of the College participated in the pilot, accessing various work model options. An HR team developed a framework to explore scheduling, training, processes, best practices and a toolkit to gather more employee insights. While still under development, the initiative is already embedded in the 2022-2025 Corporate Plan and will prove ground-breaking for future work at the College.



The Rainbow Pride Flag was raised and remained flying on campus throughout Campus Pride Week 2021.

TOWN HALLS BRING PEOPLE TOGETHER

Hearing the voice of our employees was essential in the turmoil of the past year. The College offered the popular monthly Town Hall sessions with the executive team to increase virtual face-to-face communications. Some of these sessions were scheduled for employees to join during the day. Other sessions gathered people in the evenings so that part-time employees could be part of the conversation. Each Town Hall welcomed some 500 to 700 attendees.

PROGRESS TO FULFILL INCLUSION AND DIVERSITY BLUEPRINT GOALS

This marked the final year of our 2019-2022 Inclusion and Diversity Blueprint, developed with the support of the Canadian Association for Prevention of Discrimination and Harassment in Higher Education. The Blueprint outlines our vision of creating a culture of equity, diversity and inclusion and how we will pursue and integrate this vision across the organization.



AC Engage brought the College community back together in January 2021 to reconnect.



Algonquin College’s pedestrian bridge is lit up in rainbow colours for Capital Pride Week.

INCLUSIVE CLIMATE SURVEY

To guide the development of our *Inclusion and Diversity Blueprint 2022-2025*, College teams launched the first Inclusive Climate Survey in August to better understand the experiences and barriers to inclusion in our workplace. This survey had a 38 per cent response rate (975 responses) and provided insights into our employees’ lived experiences.

Conducted by external partners to ensure anonymity, the *Inclusive Climate Survey* was distributed to all employees, whether full-time, part-time, partial load or contract. The objective was to measure inclusion with an assessment of the employees’ experience of the workplace climate. Results shared perspectives to celebrate, including that the College is an environment of respect and the workplace

climate is seen positively by a wide range of employees.

Some areas that require further attention or investigation. Many employees chose not to self-identify their identity characteristics or organizational role; there is discomfort seeking accommodations; some employees have lived experiences of harassment, bullying or inappropriate behaviours and comments; and workload and time constraints can be barriers to learning more about inclusive behaviours and practices.

In April 2021, CICan presented Sarah Gauen, Algonquin College’s Diversity and Inclusion Specialist with the prestigious the Silver Leadership Excellence Award for Non-Managerial Staff. Gauen, who gave shared credit for the award to her colleagues, spearheaded

the College’s 2019-2022 Inclusive & Diversity Blueprint to instill the values of equity and diversity in the College’s five-year People Plan.

“My hope is that this award continues to encourage the College’s investment in equity, diversity and inclusion programming as it has such an impact.”

SARAH GAUEN, ALGONQUIN COLLEGE DIVERSITY AND INCLUSION SPECIALIST, CICAN AWARD RECIPIENT



INCLUSION INFUSIONS PODCASTS

This year’s Inclusion Infusions podcasts featured conversations on identity and inclusion with guests from all walks of life. Each episode drew perspectives on equity, diversity, inclusion, exclusion, hardship and leadership. **Topics included:**

- What Makes an Inclusion Champion? Inspiring stories and experiences from role models.
- A Discussion on Race in Education: A conversation on issues to achieve educational inclusion.
- A thoughtful conversation with three experts on the experiences and learnings from balancing working in the College system while raising children during a pandemic.
- A discussion with experts on Developing Understanding to Disrupt Anti-Asian Discrimination.

- Culture, Context and Inclusive Leaders: How to weave the science of leadership with context, history and self-awareness into a powerful recipe for organizational and personal success.
- Social Justice and Art Education: An exploration of the purpose and practice of social justice art education with artists who specialize in the community-engaged street.

FOCUSING ON WELLNESS AND PROFESSIONAL DEVELOPMENT

The mental wellness of employees is essential to learner success; being learner-driven also means caring about our employees’ mental health, connection and engagement. With this in mind, the College introduced new programs and services for employees, broadening the framework to support managers and employees in their success this year. The Centre for Organizational Learning presented new resources for all College employees through learning sessions, workshops, programs, conferences, activities and one-on-one support. Employee resource sites kept people up-to-date about matters related to the COVID-19 pandemic, including a Human Resources Employee Toolkit with tips for making remote work a success. Employees across all campus locations leveraged technology to virtually engage and participate in one another’s events.

The Centre for Organizational Learning and the College’s Inclusion and Diversity team also offered various professional development opportunities to build a culture of inclusion among employees.

These included:

ASYNCHRONOUS OR SELF-DIRECTED COURSES AND ONLINE RESOURCES

Introduction to Inclusion & Diversity at Algonquin College: a micro-course to explore inclusion and diversity and empower employees.

Bridging Cultural Differences in Diverse Teams: A series of training videos chronicle workplace integration from various perspectives.

Inclusion Infusions Live: A repository of recordings and resources from all Inclusion Infusions Live events.

Pride at Work 2SLGBTQ+ Inclusion Resources: A repository of all the resources and webinars hosted by Pride at Work Canada.

SYNCHRONOUS INSTRUCTOR-LED COURSES

Ethical Upstander Training for Inclusion Leaders: an advanced Inclusion & Diversity module to develop foundational skills to call in those harming microaggressions.

Intercultural Development Inventory (IDI) Group Assessment and Planning Session: a premier cross-cultural assessment to build intercultural competence.



Algonquin College implemented a wide range of diversity and inclusion initiatives across its operations in 2021-2022.

Employees Recognized for Energy, Optimism, Creativity and Commitment

In May, more than 250 members of the Algonquin College community came together virtually to honour their colleagues and their inspiring contributions at the annual Employee Awards. **Recognizing the substantial contributions, this year’s winners are:**

♀ Administrative Staff Award:	♀ Dianne Bloor Part-time Faculty Award:
Anne Kalil	Jennifer Lexmond
♀ Deborah Rowan-Legg Service Excellence Award:	♀ Support Staff Award:
Jody White	Alan Brown
♀ Gerry A. Barker Leadership Award:	♀ Part-time Support Staff Award:
Emily Woods	Tyler Leslie
♀ Inclusion & Diversity Champion Award:	♀ Team Staff Award:
Kathryn Reilander	COVID Tiger Team
♀ Lifetime Achievement Award:	Team Representative: Mike Benkie
Mary-Ann Hansen	Team Members: Mike Benkie, Jonathan Barnett, Patricia Eng, Haneen Elshaer, Tim Rissler, JP Lamarche, Leslie Wyman, Paul LaHaise, Natalie Hughes, Janet Sauriol, Melissa Blair, Denise Owca, Marie Theriault, Ralph Gethings, Manon Levesque, Michael Grabiec, Gordon Warner, Bob Goulet, Kyle Jamieson, Tara-Lee Ferguson, and Larry Fisher.
♀ Laurent Isabelle Teaching Excellence Award:	
Jeremy Atherton	

The **National Institute for Staff and Organizational Development (NISOD)** is committed to promoting and celebrating excellence in teaching, learning and leadership at community and technical colleges. The NISOD Excellence Awards recognize individuals doing extraordinary work on their campuses. Colleges submit the names of candidates each year who have demonstrated an outstanding commitment and contribution to their students and colleagues. **Algonquin College recipients of the NISOD Excellence Awards in 2021 include:**

Wadhah Almonafi

AC Online

Russell Pingyin

Algonquin Centre for Construction Excellence.

Frank Christinck

Algonquin College, Pembroke

Nicole Priatel

School of Business

Sharon Lightfoot

School of Health and Community Studies

Shawn Thomson

Algonquin College, Perth

Cory Haskins

School of Hospitality and Tourism

Michele Hall

Faculty of Arts, Media and Design

Deanna Schofield

Police and Public Safety Institute

Karen Amundrud

School of Advanced Technology

The **Employee Philanthropic Recognition Award** was presented to **Ed Ireland** by **Mark Savenkoff, Vice President of Advancement**. The award was established in 2018 to recognize members of the Algonquin College community who have facilitated a donation or have gone beyond what it means to be a philanthropic leader at the College.

Congratulations to this year’s Ottawa Arts Council Arts Award recipient, **Colin Mills**, the Program Coordinator and Professor of Music Business in the Music Industry Arts diploma program.



Colin Mills, Coordinator & Professor of Music Business in Algonquin College’s Music Industry Arts Diploma Program.

Students' Association Annual Faculty Recognition Awards

The Algonquin Students' Association (SA) Faculty Recognition Awards were established in 1995, offering students the opportunity to show their appreciation to faculty members who have gone above and beyond in the classroom. The SA recognizes professors who live out our mission – to create an environment that inspires a passion for student success. Each year, students nominate deserving professors, then a committee of students and SA staff reviews the nominees and selects recipients from Ottawa, Pembroke and Perth.

Students nominate professors for an SA Excellence in Teaching Award each year, and the SA hosts the Faculty Recognition Awards to honour the nominees and recipients. With this award, the SA and Algonquin College students recognize faculty members for going above and beyond to inspire student success. As part of the event, the SA also presents the Chris Warburton Award of Excellence and the Algonquin Students' Association Board of Directors Award to the college community members who make significant contributions to the student experience. The 2022 Faculty Recognition Awards were held in April to honour the 2021 and 2022 recipients.

EXCELLENCE
IN TEACHING
AWARD, 2022

Scott Fewer
Ottawa Campus

Barbara Leigh Golden
Ottawa Campus

Shandy Labine
Pembroke Campus

Julie McCann
Ottawa Campus

**Andrea McCoy
Naperstkow**
Perth Campus

EXCELLENCE
IN TEACHING
AWARD, 2021

Kim Drake
Pembroke Campus

Kerri-Ann Joice
Ottawa Campus

Michael Maritan
Ottawa Campus

Gerry Salisbury
Perth Campus

Dana Tapak
Ottawa Campus

Jake Volt
Ottawa Campus

CHRIS
WARBURTON
AWARD OF EXCELLENCE

2022
Rodney Mackay
Security Systems
Service Coordinator

Rebecca Volk
Manager
Centre for Organizational
Learning

2021
Mike Benkie
Manager
Occupational Health
and Safety

ALGONQUIN STUDENTS'
ASSOCIATION BOARD OF
DIRECTORS AWARD

2022
Ben Bridgstock
Director
Student Support Services

2021
Farbod Karimi
Chair
Learning and Teaching
Services

Artists Jimmy Baptiste and Allan Andre converted the wavy wall in the hallway connecting the cafeteria to the library on the Perth Campus into a bright, inclusive mural.

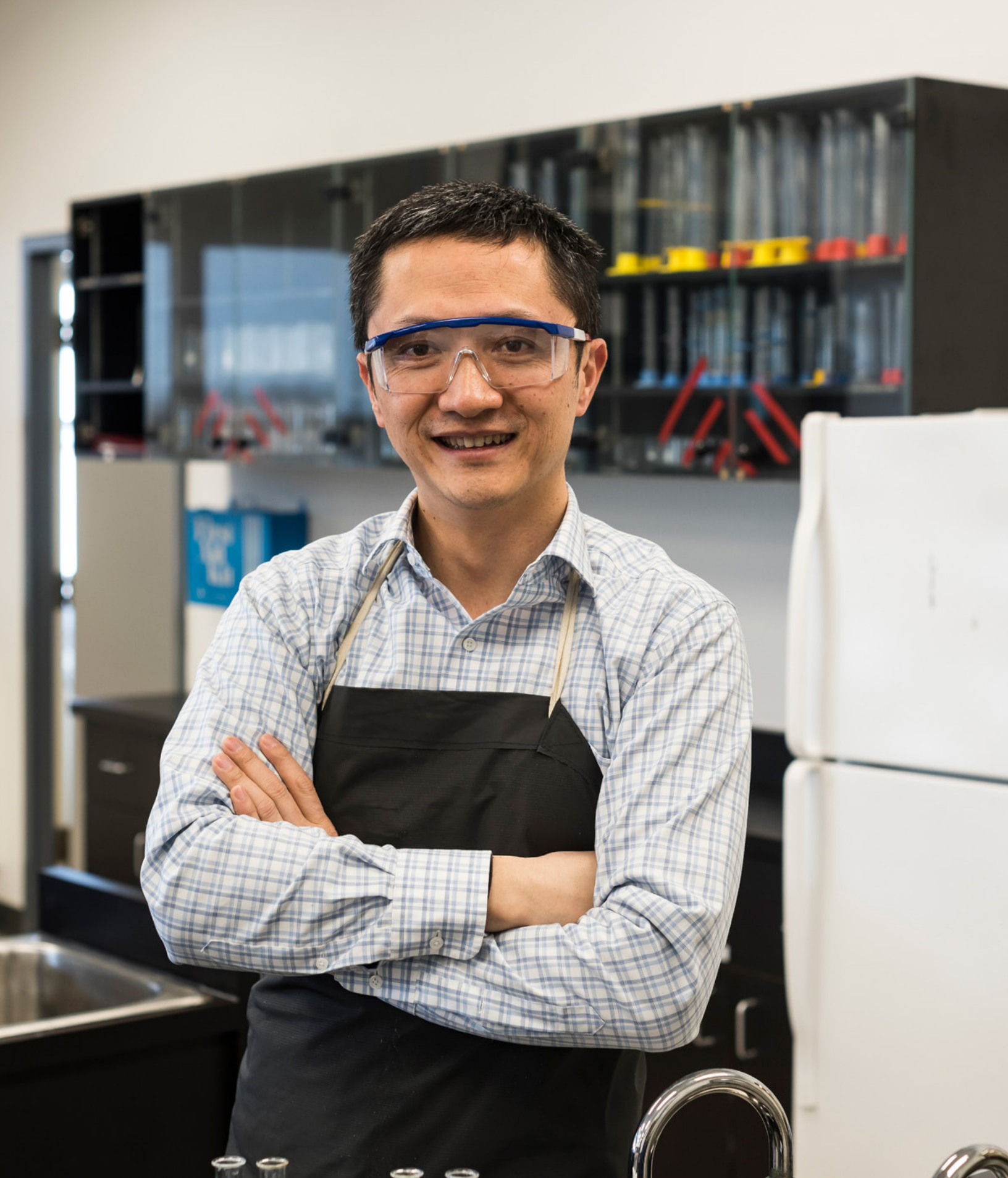


INCLUSION, DIVERSITY,
REPRESENTATION & ART MURAL PROJECT

Art projects rooted in social equity can foster change by altering the aesthetics of place to create a feeling of belonging. Algonquin College's Inclusion & Diversity Circle began an exciting project to add street art style murals to the Ottawa, Pembroke and Perth campuses. The selection of each element of the mural by the artists, Jimmy Baptiste, Allan André and Kalkidan Assefa, was driven by their conversations and interactions with learners and employees on each of the campuses. These murals are our campus' compelling vision for inclusion, diversity, and belonging.



Jimmy Baptiste and Allan Andre were joined by fellow artist Kalkidan Assefa on the Pembroke and Ottawa Campus murals. A creative workshop was held with students and employees at each campus.



The Academic Access Centre prepares students for further education, training and employment through academic upgrading and advisement. Academic Upgrading Sciences courses are available to help students prepare for College programs.

Advancement

Fledging birds don’t thrive by staying in the nest. After being nurtured and shown how to survive and prosper, they take to the wind to travel farther afield, taking what they’ve learned to flourish in a new place. Many species return to the same nesting grounds, where the former learners now become the builders and nurturers, showing that learning is not linear but circular, a process that continues and gives back without end.

This was an especially proud year for our College, as we celebrated the resilience of our graduates, who reached their educational goals during a time of unprecedented challenges. At our convocation ceremonies, many of our valedictorians noted that attaining their education during a pandemic gave them a unique perspective and new strengths that they will carry into their careers. We congratulate all of our 2021-2022 graduates as they help others, pursue their passions, and contribute their unique talents to the world, carrying with them our College’s values of caring, learning, integrity and respect.

The dedicated employees of our Advancement team reach out across the College and beyond each campus to connect with our graduates in the community, foster new relationships and craft strategic partnerships that will support our learners and employers in our communities. These relationships find common ground when sharply focused on our learners’ success, ensuring each has the opportunity to transform their hopes and dreams into lifelong success through the generosity of the donors who give back to the College community.

STRATEGIC DIRECTION

ALUMNI ENGAGEMENT IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
5,000 (6%)	5,174 (6.2%)	100%

TOTAL FUNDS RAISED TO SUPPORT COLLEGE LEARNERS AND ACADEMIC PRIORITIES IN 2021-2022

\$2,500,000	\$2,690,154	N/A
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A gift that lasts through time

A struggling single parent can have the opportunity to attend college and create a better future for his children. A student who shows passion and promise in a particular subject can now pursue her studies at a higher level. A middle-aged worker in danger of layoffs discovers they will be able to train for a better career to start fresh with new skills. A new learning facility or state-of-the-art equipment, made possible through a bequest or a major gift from an organization, gives learners a significant boost to their learning, acquiring workplace-ready skills and knowledge, ready for employment. These are the heartwarming, good news stories made possible through our donors' generous support.

The Mamidosewin Centre on the Ottawa Campus provides a variety of cultural programs and services to Indigenous learners. Last year, programs and services for Indigenous learners expanded at the Perth and Pembroke campuses.



Jason Blaine speaking at his annual charity concert and golf tournament, organized with support from the Pembroke Campus.

The Audrey Lawrence AC Online Bursary is the first bursary dedicated to online students in colleges across Ontario, announced in May 2021.

FINANCIAL SUPPORT WHEN IT IS NEEDED MOST

Algonquin College students directly benefit from a wide range of donor-funded awards, scholarships, bursaries as well as government-funded financial assistance. Financial support can come in a variety of ways, such as grants and loans from the Ontario Student Assistance Program (OSAP); bursaries based on financial need; awards and scholarships in recognition of academic excellence within a range of areas and levels; and work-study programs for learners to study and work part-time, including opportunities on campus.

Last year, 1,410 students received support from the many awards, scholarships, and bursaries the College offers. Over the same period, the Advancement team helped establish 80 new awards, scholarships, bursaries and projects to help our College's learners when they need it most.

In September, Pembroke Campus Business alumnus Jason Blaine held his charity concert and golf tournament, raising more than \$87,000 for local organizations. Blaine established an endowment at the Pembroke Campus to support students in financial need.

“ I haven’t worked or done anything other than take care of my five children since 2014 ... Thank you for helping me achieve my dream.”

LEARNER AND RECIPIENT, ONTARIO STUDENT ASSISTANT PROGRAM FUNDS

THE GENEROSITY OF OUR DONORS

Algonquin College Advancement fosters partnerships that further the College's mission, engaging with alumni and partners in their common goal to transform hopes and dreams into lifelong success. Algonquin College raised nearly \$2.7 million in 2021-2022 to support our learners and academic priorities with gifts from 499 generous donors.

Businesses can also create meaningful, lasting legacies through corporate gifts and donations. In August, we recognized the contributions of PCL Construction with a ceremonial plaque dedication. PCL Construction has shown generous support for the DARE District, Three Sisters Garden and the Algonquin Centre for Construction Excellence. They have developed an ongoing interest in Indigenous culture. After their original contribution of \$50,000 to the DARE District, they pledged \$216,000 over six years to the DARE6 initiative, supporting Indigenization efforts on our campus. PCL also created a bursary, providing \$96,000 to help 63 students to date.

“It means a lot...to give back and connect with the future of our society ... It's about more than giving money, it's about having an impact.”

PAUL KNOWLES, VICE PRESIDENT AND DISTRICT MANAGER, PCL CONSTRUCTION

GARBARINO GIRARD CENTRE OF INNOVATION IN SENIORS CARE



The Garbarino Girard Centre of Innovation in Seniors Care on the Ottawa Campus.

In August, Ontario's Minister of Long-Term Care, Rod Phillips, visited Algonquin College to gather insight from our learners in the Practical Nursing and Personal Support Worker (PSW) programs. The minister wanted to know more about learner motivations to enter these fields, especially during the pandemic, in order to motivate others to consider this career, explaining a pressing need for 20,000 new PSWs existed in Ontario alone.

Minister Phillips toured the students' learning spaces, including the Garbarino Girard Centre of Innovation in Seniors Care. Opened in 2017, the Centre was made possible through a transformative \$1 million gift from the Anita Garbarino Girard estate and numerous community partnerships. In 2021, the estate generously bestowed an additional \$300,000 on the Centre to help the College continue this essential and innovative work.

The Centre gives learners unparalleled, hands-on experience with real clients and trains two-thirds of the local healthcare workforce. The Centre features a seniors' apartment where students learn how to do home visits, use the learning lab, access an applied research facility and work in collaboration with the Western Ottawa Community Resource Centre, an adult day program for seniors with dementia. Students participate in applied, experiential learning across Nursing and PSW programs alongside students advancing their studies to become massage therapists, physiotherapy assistants, and chefs, or engaging in the Centre's applied research activities from a variety of other disciplines, including computer engineering, technology, psychology and occupational and recreational therapy.



President and CEO, Claude Brulé,
Convocation 2021

Celebrating with the best

This year, we celebrated in unprecedented times. The College is proud of our graduates, valedictorians, award winners and honorary degree recipients who have made outstanding achievements despite the challenges of 2021-2022.

Our valedictorians prepare to soar

Algonquin College celebrated the accomplishments of our graduates in 2021-2022 through a virtual convocation. Students, their families and friends, faculty, employees and alumni came together to recognize our graduates' hard work, resilience, and plans for the future. Each valedictorian offered encouragement and wisdom with words of advice for their fellow graduates.

Although we may fear uncertainty in our careers, we are well equipped with the knowledge and skills necessary to excel in our fields.

FIONA MCCARTHY KENNEDY
SCHOOL OF HOSPITALITY AND TOURISM

Public Safety & Community Studies:
Many of you will go on to change the world. And the world needs people like us, now more than ever.

SAMANTHA SHIELDS
SCHOOL OF HEALTH

Never stop learning, never stop growing
– a curious mind is a valuable asset.

SAMANTHA KUSZEL
SCHOOL OF ADVANCED TECHNOLOGY

We gained the courage to begin our plans and work around setbacks as they happened...If we continue on in this way, we can achieve anything!

PATRICIA COYNE
AC ONLINE

Believe in yourself, even when others don't, and you will see yourself achieve all that you want to.

NISHIMA MALVIYA
SCHOOL OF BUSINESS

Things may not always go as we plan but we know that this graduating class is resilient. We survived the pandemic of the century...that we are here today, although virtually, is a testimony of our perseverance.

NEETHU JAMES
ALGONQUIN COLLEGE PERTH CAMPUS

Graduating college is a great achievement in the best of years – in this one it's an extraordinary accomplishment.

MADALYN HOWITT
FACULTY OF MEDIA AND DESIGN AND LANGUAGE INSTITUTE

This is just the beginning, so enjoy the journey and create a life you can be proud of.

VERA WILSON OGBEIDE
ALGONQUIN COLLEGE PEMBROKE CAMPUS

Cultivate your curiosity. Even a familiar topic can provide fresh insights and engaged learning if you approach it with curiosity.

METIN OZKURT
ALGONQUIN CENTRE FOR CONSTRUCTION EXCELLENCE

**ALGONQUIN COLLEGE
CELEBRATES DEGREE HONOUREES**

Algonquin College awards honorary degrees to recognize individuals who have distinguished themselves in their professional careers, contributions to the College or community leadership. The President and CEO of Algonquin College bestowed the following honorary degrees to inspiring individuals at convocation last year.

ROBERTA JAMIESON

Indigenous activist, lawyer and mediator Roberta Jamieson has worked tirelessly to advocate for First Nations, Inuit and Métis people across Canada. From 2004 to 2020, she served as the Chief Executive Officer and President of Indspire, an organization that aims to improve Indigenous communities' access to post-secondary education. She grew the organization's bursary program eight-fold, launched the Indigenous Research Knowledge Nest, and vastly expanded its programs, resources, and initiatives, engaging government, the private sector and thousands of individual Canadians.

BRIAN PERKIN

A well-known broadcaster and community supporter, Brian Perkin was the owner and operator of Perth's Lake 88.1 FM radio station for the last 14 years, capping his 42-year broadcasting career at numerous Ontario radio stations. He also taught radio broadcasting at Algonquin College and served on our Broadcast Advisory Board.

DR. VERA ETCHES

Throughout the pandemic, Dr. Vera Etches worked to protect and promote the health of people in Ottawa, including leading Ottawa Public Health's COVID-19 work on health promotion, public information and other initiatives. Dr. Etches recognized how this year's graduates have the unique experience of learning amid a pandemic to effect change and inform their practice.

STEVE PAIKIN

In a career stretching back nearly 40 years, Steve Paikin has done it all: newspapers, radio, television, documentaries, books, podcasts, and even Twitter. He joined TVO in 1992, hosting or co-hosting public affairs shows, but is best known as the ever-insightful, always-articulate host of TVO's The Agenda. Over the years, he has conducted tens of thousands of interviews on everything from politics and economics to culture and technology.

**Dr. Vera Etches to Receive
Honourary Degree at
Algonquin College
Spring 2021 Convocation**



Dr. Vera Etches, Medical Officer of Health for Ottawa Public Health, received an honorary degree at the Faculty of Health, Public Safety & Community Studies Convocation Ceremony.

SHELDON KEEFE

Toronto Maple Leafs' head coach, Sheldon Keefe, was recognized for his on-ice and community accomplishments. As the former general manager and head coach of the Junior A Lumber Kings, Keefe led the team to five consecutive league championships and an RBC Cup. Keefe's contributions to the City of Pembroke and Algonquin College have also provided a lasting legacy that has supported special events and fundraising efforts, including the building campaign for Algonquin College's Pembroke Campus.

JOHN RUDDY

Visionary entrepreneur and community philanthropist John Ruddy is the founder of Trinity Development Group, one of Canada's leading developers. The company has developed properties across the country, including local projects such as Lansdowne Park, and 900 Albert. He was also a driving force in bringing professional football back to Ottawa and has been a leader in helping to raise funds for the Algonquin Centre for Construction Excellence (ACCE), education, sports, seniors, health, the arts and mental health.

JOE THOTTUNGAL

Joe Thottungal is the owner of popular local restaurants Coconut Lagoon and Thali and has been at the forefront of the city's food industry for nearly two decades. When the COVID-19 pandemic struck, Thottungal started the Food for Thought program with fellow chefs, providing over one thousand hot meals a day to those in need. He has also published a cookbook that won a gold medal in the 2020 Taste Canada Awards, is a member of the Knights of Columbus, sits on the board of the Great India Festival, and is a member of the Toque Blanches Culinary Federation.

PREMIER'S AWARD

In November, Algonquin College alumnus Michael Nolan, Class of 1991, was awarded the 2021 Premier's Award in the Health Sciences category.

Each year, the Ontario Government honours college graduates who demonstrate outstanding achievement related to their college experience and have significantly contributed to their communities, growing Ontario's economy and improving lives. Colleges Ontario hosts the annual Premier's Awards for College Graduates to recognize graduates from seven categories, including Apprenticeship, Business, Community Services, Creative Arts and Design, Health Sciences, Recent Graduate and Technology. Launched in 1992 to mark the 25th anniversary of Ontario's college system, recipients are selected based on a rigorous evaluation of nominations submitted by Ontario's 24 public colleges.



Roberta Jamieson, CEO and President of Indspire was bestowed an honorary degree at the School of Business Convocation Ceremony.



Steve Paikin, host of TVO's The Agenda, received an honorary degree at the Faculty of Arts, Media and Design and Language Institute Convocation Ceremony.

**ALUMNI OF DISTINCTION,
AWARD RECIPIENTS 2021**

Algonquin College celebrates the inspiring achievements and extraordinary contributions of alumni each year through the Alumni of Distinction Awards. The 2021 recipients include:

Alumna of the Year: Patricia Boal

Co-anchor, CTV Ottawa News, Journalism – Print, **Class of 1994.**

Apprenticeship Award: Adam Vettorel

Co-Owner and Chef, North & Navy and Cantina Gia, Cook Apprenticeship, **Class of 2007.**

Business Award: Michael Wood

Former Chief Marketing Officer/Managing Partner, Ottawa Special Events Travel Counsellor, **Class of 1997.**

Changing Lives Award: Tom Sidney

Councillor, Town of Renfrew Clinic Manager, Robbie Dean Centre, Social Service Worker, **Class of 2002.**

Community Services Award: Crystal Martin-Lapenskie

President and CEO, Okpik Consulting, Social Service Worker, **Class of 2013.**

Creative Arts and Design Award: Joseph A. Dandurand

Poet; Director, Kwantlen Cultural Centre, General Arts and Science (Theatre/Performing Arts), **Class of 1990.**

Health Sciences Award: Kim Franchina

Registered Nurse, St. Patrick's Home of Ottawa Foundation, Nursing, **Class of 1991;**
Nursing Assistant Program, **Class of 1988.**

Brian Fraser Recent Graduate Award: Carl Clergé

Senior Analyst, Multi-Unit Underwriting, CMHC, Business Administration – Finance, **Class of 2016.**

Rena Bowen Volunteer of the Year: Jeffrey Lalonde

Constable, Cornwall Police Services, Police Foundations, **Class of 1999.**

Technology Award: Marc Brouillard

Chief Technology Officer, Government of Canada, Sommelier, **Class of 2004:**
Computer Science, **Class of 1995.**

**Algonquin College Alumni Employer of the Year:
Mercury Filmworks**

Spotlight on Michael Nolan

A PORTRAIT OF AN AWARD-WINNING ALGONQUIN COLLEGE ALUMNUS



Michael Nolan was just 15 years old when his father suffered a cardiac arrest and collapsed on an Ottawa street. Luckily, a passerby knew CPR and helped save his father’s life. For Nolan, that was a defining moment and the catalyst for choosing a career in paramedicine.

Nolan graduated in 1991 from Algonquin College’s Ambulance and Emergency Care Paramedic program, the start of his lifelong passion for learning and a career that took him far afield. He took courses in advanced paramedic care in Toronto to become a fully licensed critical care flight paramedic, flying to remote communities in northern Ontario to provide care. He also taught health medicine at Holland College on Prince Edward Island, was Deputy Chief of the Ottawa Paramedic Service and Director of Emergency Management for the City of Ottawa and worked as a consultant for governments worldwide, advising them on paramedic systems and best practices. He has served as president of the Canadian Association of Paramedic Chiefs and currently is the vice-president of the Ontario Association of Paramedic Chiefs. He has also received the Governor General’s Emergency Medical Services Exemplary Service Medal and the Queen’s Jubilee Medal.

In 2004, Nolan became the Director of Emergency Services and Chief of Paramedic Service for the County of Renfrew in Ontario. There, he has pushed the boundaries to provide a diverse array of innovative paramedic services beyond the traditional response-based 911 service. In a recent endeavour, the County of Renfrew began using drones in search-and-rescue operations and to make emergency deliveries for defibrillators, medication and even an EpiPen. He has also written for trade journals and contributed scholarly articles to advance and professionalize the paramedic field. Nolan credits Algonquin College with setting him up for success. “Algonquin prepared me exceptionally well for my career,” he says.

In November, Algonquin College alumnus Michael Nolan, Class of 1991, was awarded the 2021 Premier’s Award in the Health Sciences category.

A NETWORK OVER 200,000 STRONG

The Algonquin College community marked a major milestone in 2021-2022: The Alumni and Friends Network is now more than 200,000 graduates strong. With the help of the Network, Algonquin College raised nearly \$62,000 in a single day for the 2021 Giving Tuesday campaign this year, exceeding its \$50,000 goal.

“Since graduating from Algonquin College, I’ve been able to stay connected to the Alumni network ... It also presents me with a broader network of people that I can hire and engage with for different professional audiences.”

HAYLEY ROBATEAU, ALUMNA, DIRECTOR, MARKETING AND COMMUNICATIONS, COMMUNITY INITIATIVES AT UNITED WAY EAST ONTARIO



Giving Tuesday contributions made a difference for Algonquin College students in 2021-2022.

AWARD-WINNING PERFORMANCES

Algonquin College is proud of the recognition and awards the Advancement team received this year, thanks to our employees’ stellar innovation and outstanding performance.

- 🏆 The **OCASA Distinguished Administrator Award 2021** was presented to Algonquin College Vice President of Advancement Mark Savenkoff, who credited the award to his team’s work. The Ontario College Administrative Staff Association (OCASA) recognizes outstanding administrative performance.
- 🏆 At the **2021 Canadian Council for the Advancement of Education’s Prix d’Excellence Awards**, Algonquin College received a **Gold Medal** for the Best Use of Social Media category, recognizing the social media campaign surrounding the prior year’s convocation ceremonies.
- 🏆 The College was also awarded a **Bronze Medal** in the Best Development Event category recognizing the successful Ciena Lab Recognition Event.

CHANGEMAKER AWARD: WESTON FAMILY SCHOLARSHIP IN THE SKILLED TRADES

The Weston Family Foundation, in partnership with Algonquin College, offered 365 awards that benefited 95 students and 70 apprentices and provided them with mentorship, resources, and guidance to build a successful lifelong career in the skilled trades. The Western Family Foundation received a Changemaker Award certificate last year.



Caption for photo: Heritage and Carpentry student and Weston Family Scholar Zoe Perry is grateful for the scholarship that helped her continue with her studies.



Financial Sustainability

The seeds of a Jack Pine evergreen only germinate when exposed to fire. Through intense heat, the shells crack open, allowing the green seedlings to sprout forth through the scorched earth and anticipation as the forest begins its journey to renewal and ever more substantial growth.

Algonquin College has emerged from the pandemic with new strengths and promising opportunities. We have forged a path forward to broaden our collective responsibility for financial sustainability while fostering innovation and new growth.

Despite turbulent times, the College made great strides in recovering from the pandemic and helping to build a stronger Ontario. We renewed our efforts to deliver targeted programs and services to develop talent with the skills and knowledge industries need and expanded training, information, instruction and supervision for the safe deployment of healthcare workers and increased patient care. We lead the way with a view that goes beyond the horizon, using technology and investing strategically to ensure the College delivers flexible learning opportunities for a diverse range of students at all life stages in the years to come.

STRATEGIC DIRECTION

REDUCE THE RISK OF FAILURE OF INFORMATION TECHNOLOGY INFRASTRUCTURE AND SOFTWARE APPLICATIONS IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
N/A	Multi-factor authentication Information Security training	N/A

GROW ENROLMENT TO PRE-COVID-19 LEVELS BY 2023-24

43,284	41,499	70,000
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Algonquin College employee Diana Curry of Course Material Services at Connections: The Campus Store on the Ottawa Campus.

PRUDENT FINANCIAL MANAGEMENT

Financial projections throughout the year identified resources to support the objectives of the College's Strategic Plan and annual Business Plan while complying with provincial government directives and ensuring the financial health of the College now and into the future. During these unprecedented times, College management focused on monitoring enrolments, revenues and expenditures closely, undertook scenario planning and providing financial projection updates throughout this fiscal year.

Despite the challenges of the pandemic, Algonquin College exceeded its net contribution budget in 2021-2022. The College managed to grow its diversified revenues; other financial resources came from Contract Activity net contribution with the SkillsAdvance Ontario contract delivery and from Campus Services with financial results that were \$4 million greater than the prior year.

FINANCIAL PRESSURES

On December 2, Auditor General Bonnie Lysyk released the 2021 Annual Report, including a value-for-money audit of Ontario's Public Colleges. The report shined a light on the financial pressures facing Ontario's 24 public colleges. The research showed that while colleges continue to produce graduates who quickly find successful work in their field and their employers are very satisfied, Ontario spends the least amount of money of any province in Canada per student on college education. This leaves Ontario's 24 public colleges highly reliant on other revenues to continue investing in high-quality programs for all students.

STRATEGIC DIRECTION

ESTABLISH ALGONQUIN COLLEGE'S FIRST PARTNERSHIP PURSUANT TO THE MINISTRY OF COLLEGES AND UNIVERSITIES BINDING POLICY DIRECTIVE: PUBLIC COLLEGE PRIVATE PARTNERSHIPS IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
200 learners enrolled	Public College Private Partnership approved	8,000 learners enrolled

HEALTH AND SAFETY FIRST FOR ACTIVITIES ON-CAMPUS

In July 2021, the College had the flexibility to deliver academic instruction – including virtual and hybrid delivery models – to best suit the needs of learners, employees and the community while aligning with local public health guidance. The College examined opportunities to gradually increase campus services, non-academic activities and select experiential learning opportunities while putting the health and safety of employees and students first. As of fall 2021, half of the College's programs had an in-person component. The College held a few organized events and opened up a limited number of revenue-generating Campus Services in the fall.

While the pandemic crisis appeared to wane in the spring and summer of 2021, the College recognized early on that the work for transformation, moving beyond recovery and supporting innovation was just beginning.



Resident Advisors promote an Ottawa Campus Contest Giveaway, part of the Residence experience.

View of the DARE District and the third floor library from the Ishkodewan courtyard with its Gathering Circle and fire-vessel on the Ottawa Campus.



Establishing a Financial Sustainability Roadmap

The *Strategic Exercise to Restore Financial Sustainability (SERFS)* project developed a strategy to put the College on a sound long-term financial path. As a result, the College created a draft *Financial Sustainability Roadmap* by the end of March 2021. Over the spring and fall terms, the *Roadmap's* recommendations and initiatives were developed and brought forward to the executive team for endorsement, receiving full support.

The multi-year *Roadmap* includes a vision, goals and objectives across eight key themes, financial sustainability measures and strategic financial conditions for achieving greater sustainability over the coming years. With the *Roadmap*, the College's Finance and Administration Area maintains responsibility for monitoring financial performance targets and supports the College Budget Committee in managing the Financial Health Measures. Throughout the year, a detailed implementation plan was developed, including a visual management system to help employees monitor progress on the path forward.

The *Roadmap* included short-term goals to complete an *External Partner Engagement and Needs Assessment Survey*; define value informed by primary and secondary research of internal and external perspectives and identify four strategic industry partners by the end of March 2022. A *Delivery Plan* to determine timelines and implementation of financial sustainability initiatives based on a prioritization exercise was undertaken by a College Working Group.

With the *Roadmap*, Algonquin College has a flexible and fluid approach to fostering a culture that recognizes and values long-term, strategic change; drives lower costs; and helps the College identify sustainable, revenue-generating options while supporting the commitments of the Strategic Plan.

STRATEGIC DIRECTION

ACHIEVE FINANCIAL SUSTAINABILITY WITH A BALANCED BUDGET AND FINANCIAL RESULTS THAT DEMONSTRATE THE COLLEGE CAN RECOVER ITS FULL ECONOMIC COSTS, MAINTAIN APPROPRIATE CASH RESERVES AND INVEST IN ITS KEY INFRASTRUCTURE AND RESOURCES IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
\$48 million in cash reserves	\$76.7 million	\$100 million in cash reserves

FINANCIAL SUSTAINABILITY ROADMAP GOVERNANCE MODEL

1 CONTEXT

The *Roadmap* identified 22 priority initiatives to move the College toward financial sustainability in the long term.

2 GOVERNANCE RESPONSIBILITIES

Ongoing monitoring will ensure the achievement of expected benefits, appropriate support and resourcing of initiatives and corrective actions when required.

3 SENIOR MANAGEMENT REPORTS

The Finance Department will report to the executive team on the overall performance of the *Roadmap*, initiatives, financial conditions and health measures.

4 RESPONSIBILITY MATRIX

Clear accountability, responsibility and engagement requirements to progress activities are transparent from the outset.

5 ROADMAP PERFORMANCE INDICATORS

Measures will demonstrate overall progress on the *Roadmap*.

STRATEGIC INVESTMENTS FOR THE LONG-TERM

Throughout the year, the College committed close to \$40 million to Strategic Investment Priorities projects covered in the Five-Year Capital Investment Plan, including work on the *Jack Doyle Athletics and Recreation Centre*; the *R3* transformational *Student Information System Replacement Project*; the Pedestrian Bridge from the Algonquin Centre for Construction Excellence to the new Bus Rapid Transit Station; the *Salesforce Lightning* upgrade; and the *Campus Accessibility Project* to improve several building entrances and washrooms.

The College continues to update and maintain the Five-Year Capital Investment Plan. College administration will refine projections, develop investment cases, identify sources of funds and prioritize investment requirements to support the objectives of the new Strategic Plan and mitigate risks to the College.

PARTNERSHIP REALIZES INCENTIVES AND A SUSTAINABLE FUTURE

Siemens helped the College launch its *Energy Service Company Project* (ESCO2) project, delivering infrastructure upgrades and a natural-gas-fired cogeneration plant with an integrated microgrid, which allows the College to create, direct and store energy. The *Algonquin College Energy and Emission Strategy* aims to reduce greenhouse gas (GHG) emissions from our 2005 baseline measurement by 37 per cent as of 2030, and 80 per cent by 2050.

The College met its conditional in-service date for the combined heat and power cogeneration engines last year as part of the ESCO2 major capital project and is starting to monitor efficiency to meet the incentive requirements of the Independent Electricity System Operator. The Solar Photovoltaic array and Battery Energy Storage System were completed and continue to communicate successfully with the microgrid controller. These two projects closed out in December 2021, and monitoring of performance for annual financial and energy savings are underway through 2022.

STRATEGIC DIRECTION

ENABLING ADOPTION OF THEMES AND ACTIONS FOR ADVANCING SUSTAINABILITY OVER THE SHORT AND MEDIUM TIMEFRAME OF THE STRATEGIC EXERCISE TO RESTORE FINANCIAL SUSTAINABILITY PROJECT IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
N/A	Financial Sustainability Roadmap	100% people trained

INCREASED SECURITY OF DIGITAL RESOURCES

The College enhanced its security of digital resources this year. With an increasing number of passwords to remember, people can reuse the same or straightforward passwords that use easy-to-access information (date of birth, names of family members or pets, etc.), increasing direct and indirect risks of a data breach.

Information Technology Services (ITS) introduced a standardized multi-factor authentication requiring a password and a one-time code to verify a person's identity provided through an application on a mobile device, mitigating risks to the security of the College's information. ITS implemented the new access protocols and offered training, online information resources and FAQs to support the rollout with employees using high-demand applications, including Workday, Brightspace, MyAC, Salesforce, VPN network access, and the Microsoft 365 suite of apps (Outlook mail, PowerPoint etc.).

CYBER SECURITY UNIT ENGAGES EMPLOYEES

During Data Privacy Month in January, the ITS Cyber Security Unit (CSU) shared knowledge and tools for every employee. The CSU reminded employees that attackers could use compromised accounts to send emails and prompt actions to gain access. The College launched a mandatory online *Information Security Awareness and Training* program to prepare employees for potential threats.

FUNDING TO EXPAND VIRTUAL LEARNING

The College received \$300,000 from the Province of Ontario through the eCampusOntario Virtual Learning Strategy to fund four projects to expand and diversify our online learning opportunities. The funding helped develop six new online courses and transitioned one online, focusing on diversity, inclusion and Indigenous history and culture. The College joined Collège La Cité, Carleton University and the University of Ottawa to develop the new curriculum.

FUNDING TO ADVANCE MANUFACTURING TRAINING

In October, Algonquin College also received a \$1.5 million investment from the government of Ontario to prepare and train 150 people for careers in manufacturing. We worked with employers to address the sector's ongoing labour shortage with targeted and customized training to fill job vacancies.

NEW INTAKES TO SUPPORT LONG-TERM CARE STAFFING NEEDS

The COVID-19 pandemic revealed an urgent need for more healthcare workers, particularly in long-term care (LTC) homes. The province of Ontario responded with the Long-Term Care Staffing Plan to train tens of thousands of new staff and 30,000 more LTC beds over the next decade. Algonquin College is well-suited to help the province achieve these goals. In May, we welcomed our first group of learners to the new Accelerated Personal Support Workers (PSW) program. The program is fully funded and tuition-free, supported by provincial funding; a total of 357 students enrolled at Algonquin College, one of 24 colleges participating across Ontario.



A student in the Personal Support Worker Ontario College Certificate program prepares for immediate work in healthcare.

A NEW PUBLIC COLLEGE PRIVATE PARTNERSHIP

The College was also pleased to form a partnership licensing agreement with CDI College, a private career college with 14,000 students that provides accelerated career training programs in the Greater Toronto Area. The partnership supports the College's strategy to grow international enrollment and reinvest in programming and services for all Ottawa, Pembroke, Perth and AC Online Campus locations.

The province approved the Public College Private Partnership (PCPP) with CDI College this year, providing our College with the opportunity to deliver accelerated career training programs in the Greater Toronto Area. Students will pursue Algonquin College developed market-relevant training programs at these locations to launch their careers with local wraparound services to support their advancement.

“Thank you for supporting my studies and my aim of becoming an RPN so that I may serve people in need and make Canada a better place to live.”

LEARNER AND RECIPIENT, ALGONQUIN COLLEGE BURSARY

STRATEGIC DIRECTION

GREENHOUSE GAS EMISSIONS REDUCTION MEASURED IN TONNES CO2, SCOPE 1 AND 2 IN 2021-2022

TARGET	ACTUAL	TRUE NORTH
11,870	Estimated 12,947	0

Financial Report

Year Ended March 31, 2022

The audited Consolidated Financial Statements are made available on the College website at algonquincollege.com/reports.

REVENUE

Grants and reimbursements	\$	113,667
Student tuition fees		140,200
Contract educational services		58,027
Campus Services		16,830
Other		18,941
Amortization of deferred capital contributions		7,531
Total Revenues	\$	355,197

EXPENSES

Salaries and benefits	\$	216,212
Building maintenance and utilities		19,815
Instructional supplies and equipment		7,898
Bursaries and other student aid		9,513
Interest		659
Amortization and write-off of capital assets		15,607
Campus Services		14,511
Other		74,105
SUBTOTAL	\$	358,321
Change in vacation, sick leave and post-employment benefits liabilities		582
Total Expenses	\$	358,904
(Deficiency) / excess of revenue over expenses	\$	(3,707)

(Figures presented in '000s)

Board Members and Senior Management

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 and two-thirds by the College Board. Colleges forward requests to the Colleges Unit of the Ministry of Colleges and Universities (MCU) with three nominees for each vacant position to be filled as an appointee. Across Ontario, nominees are put forward to MCU 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 or by contacting Ontario colleges directly for their consideration.

BOARD OF GOVERNORS

September 1, 2021 to August 31, 2022

NAME	TITLE AND GOVERNOR ROLE	FIRST ELECTED	TERM OF SERVICE
Jay McLaren	Board Chair	September 1, 2014	August 31, 2022
Gail Maureen Beck	Board Vice Chair	September 1, 2017	August 31, 2022
Claude Brulé	President & Chief Executive Officer		
James McCracken	Chair, Governance Committee	September 1, 2019	August 31, 2023
Cyril McKelvie	Chair, Academic & Student Affairs Committee	September 1, 2017	August 31, 2022
Ikram Zouari	Chair, Audit & Risk Management Committee	September 1, 2019	August 31, 2023
Jeff Darwin	Vice Chair, Audit & Risk Management Committee	September 1, 2018	August 31, 2022
Stephen Tudor	Vice Chair, Governance Committee	September 1, 2019	August 31, 2023
Rodney Wilson	Vice Chair, Academic & Student Affairs Committee	October 22, 2020	August 31, 2023
Steve Barkhouse	Governor	September 1, 2017	August 31, 2023
Gabrielle Berard	Governor	September 1, 2021	August 31, 2023
Audrey-Claire Lawrence	Governor	September 1, 2017	August 31, 2023
Sheilagh Dunn	Governor	April 16, 2020	August 31, 2022
Valerie Hoareau-Sayah	Support Staff Representative	September 1 2017	August 31, 2022
Cyan Shields	Student Representative	September 1, 2021	August 31, 2023
Rebecca Wakelin	Academic Staff Representative	September 1, 2021	August 31, 2023
Andre O’Bonsawin	Administrative Staff Representative	September 1, 2020	March 25, 2022

ALUMNI ADVISORY COMMITTEE 2021-2022

NAME	TITLE AND ORGANIZATION
Richard Lee	Chair, Alumni Advisory Committee Founder & Chief Marketing Officer, Lee & Associates <i>Alumnus</i>
Jaiveer Singh Bawa	Project Manager, Architecture49 Inc. <i>Alumnus</i>
Rena Bowen	Nursing Inspector at Ontario Ministry of Health and Long-Term Care <i>Alumna</i>
Gillian Cummings	Grow Studios <i>Alumna</i>
Wendy Hewitt	Assistant to the Executive Director, Hospice Renfrew <i>Alumna</i>

ALGONQUIN COLLEGE EXECUTIVE TEAM 2021-2022

NAME	TITLE AND DEPARTMENT
Claude Brulé	President & Chief Executive Officer
Chris Janzen	Senior Vice President Academic
Diane McCutcheon	Vice President, Human Resources
Ron Deganadus McLester	Vice President, Truth, Reconciliation & Indigenization
Duane McNair	Vice President, Finance and Administration
Mark Savenkoff	Vice President, Advancement
Laura Stanbra	Vice President, Student Services
Tracy McDougall	Director, President's Office & Communications

ALGONQUIN COLLEGE LEADERSHIP TEAM 2021-2022

September 1, 2021 to August 31, 2022

NAME	DEPARTMENT
President	
Claude Brulé	President's Office
Senior Vice President	
Chris Janzen	Academic
Vice Presidents	
Diane McCutcheon	Human Resources
Ron Deganadus McLester	Truth, Reconciliation & Indigenization
Duane McNair	Finance and Administration
Mark Savenkoff	Advancement
Laura Stanbra	Student Services
Associate Vice Presidents	
Kristine Dawson	Experiential Learning and Innovation
Patrick Devey	Global, Online and Corporate Learning

NAME	DEPARTMENT
Executive Directors	
Mark Leduc	Academic Operations & Planning
Ryan Southwood	Facilities Management
Chief Digital Officer	
Yen Do (Acting)	Information Technology Services
Chief Financial Officer	
Grant Perry	Finance & Administrative Services
Directors	
Ben Bridgstock	Student Support Services
Brent Brownlee	Campus Services
Yen Do	ITS Service Delivery
Scott Gonsalves	Strategy and Planning
Erin Langevin	Employee & Labour Relations
Michael Lavolette	Risk Management
Ian Lewer	Philanthropy, Advancement
Alanna McDonell	Marketing
Tracy McDougall	President's Office & Communications
Ernest Mulvey	International Education Centre
Andre O'Bonsawin	Indigenous Initiatives
Krista Pearson	Registrar's Office
Lois Pollock	R3 Project
Pouya Safi	Business Development
David Soltis	People and Culture
David Thibodeau (Acting)	Applied Research, Innovation & Entrepreneurship
Emily Woods	Financial Planning
Deans	
Julie Beauchamp	School of Business
Julie Beauchamp	School of Hospitality & Tourism
Maggie Cusson	Academic Development
Chris Hahn	Algonquin Centre for Construction Excellence (ACCE)
Chris Hahn	Algonquin College Heritage Institute (Perth)
Sarah Hall (Acting)	Algonquin College in the Ottawa Valley (Pembroke)
Robyn Heaton	Faculty of Arts, Media & Design
Eric Marois	School of Advanced Technology
Leszek Nowosielski	AC Online
Jane Trakalo	Faculty of Health, Public Safety & Community Studies

CHAIRS COUNCIL 2021-2022

NAME	TITLE AND DEPARTMENT
Membership	
Chris Janzen	Council Chair
Nancy Makila	Office of the Senior Vice President, Academic
Sherryl Fraser	Council Co-Chair
Sandra Brancatelli	Council Co-Chair
Chairs and Academic Members	
Alana Anderson	Academic Access Centre
Carmen Hust	Nursing Studies
Shaun Barr	Construction Trades and Building Systems
Shaun Barr	Heritage Institute (Perth)
Sandra Brancatelli	Information and Communications Technologies – Applications and Programming
John Dallas	Information and Communications Technologies – Security Systems and Networking
David Deveau	Language Institute
Jessica DeVries	Academic Development
Sherryl Fraser	Design Studies
Mary Grammatikakis	Financial, Accounting, and Legal Studies
Sarah Hall	Business, Technology and Outdoor Training (Pembroke)
Natalie Gamble	Police and Public Safety Institute
Cory Haskins	Culinary Arts
Jodi Jaffray	Community Studies
Farbod Karimi	Learning and Teaching Services
Sandra McCormick	Wellness, Research and Innovation
Maria Parra	Electrical, Building Science and Horticulture
Dan Pihlainen	Media Studies
Angela Rintoul	Health and Community Studies (Pembroke)
Katherine Root	Business Administration
Amandah Selvey	Architecture, Construction and Civil
Adam Shane	Applied Science and Environmental Technology
Kerry Surman	Marketing and Management Studies
Michael Tarnowski	Hospitality and Tourism
David Thibodeau/Houman Hanachi	Mechanical and Transportation Technologies
Erin Stitt-Cavanagh	Allied Health
Leigh Ridgway	Health Foundations
Haitham Tamim	Operations Management
Sandra Larwill	Academic Integrity
Julia Huckle	Academic Integrity

Advertising & Marketing Complaints

GOOD STANDING

For the period April 1, 2021, to March 31, 2022, 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

COMPLIANCE

The President’s Office and Communications departments ensure the community is aware of events and announcements through media relations, internal communications, and advocacy with government representatives. The departments promote corporate and employee events that are often open to employees, students, businesses, and community stakeholders, including opening new buildings, keynote speakers, executive town halls, coffee breaks, breakfasts, and barbecues. Students receive communications over email and announcements posted to the Algonquin College Student Information System or the Learning Management System. The department coordinates the production of corporate documents to meet provincial government guidelines, including the Ministry of Colleges and Universities, College of Applied Arts and Technology Policy Framework, Governance and Accountability Operating Procedure for the Annual Report.

The College Marketing and Student Recruitment department actively builds the Algonquin College brand. The department generates and qualifies leads with traditional print and outdoor advertising and the latest digital technologies. The Recruitment department keeps close ties with contacts across regional secondary schools and community groups, holding open houses, off-site presentations, on-campus visits, tours, and actively outbound calling those expressing interest in Algonquin College.

In compliance with the Responsibilities of the Board (BGI-01, 2-5), the Algonquin College Board of Governors agrees that the College communications with students, business, community stakeholders, and the Ontario provincial government have been ongoing and effective through 2021–2022. The Board of Governors also agrees that the College has operated in accordance with legal and regulatory requirements through the 2021–2022 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

College Academic Council Report

The Ministry of Colleges and Universities 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 President and Chief Executive Officer on matters they deem important to their constituents. The College Board of Governors outlines the by-laws that govern the structure, composition, terms of reference, and procedures of the Council. The 2021-2022 College Academic Council Report will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at algonquincollege.com/reports.

COLLEGE ACADEMIC COUNCIL MEMBERSHIP 2021-2022

TITLE AND DEPARTMENT	NAME	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Chair	Martin Lee	Sept. 2018	Sept. 2022
Academic Staff			
Algonquin College Centre for Construction Excellence	Ken Hill	Sept. 2020	Aug. 2022
School of Advanced Technology	Greg Mapp	Mar. 2021	Aug. 2022
School of Business	James Halls	Dec. 2019	Aug. 2023
School of Health and Community Studies	Jennifer Liberty	Sept. 2020	Aug. 2022
School of Hospitality and Tourism	Kim Bosch	Sept. 2021	Aug. 2023
School of Media and Design	Danielle Allard	Sept. 2020	Aug. 2022
General Arts and Science	Leslie Wyman	Oct. 2019	Aug. 2023
Language Institute	Carl O'Toole	Sept. 2018	Aug. 2022
Police and Public Safety Institute	Lisa Roots	Sept. 2021	Aug. 2023
Algonquin College in the Ottawa Valley	Barb Clarke	Sept. 2021	Aug. 2023
Heritage Institute	TBC		
Academic Access Centre	Karen Carr	Sept. 2018	Aug. 2022
Counsellors	Karen Barclay-Matheson	Sept. 2020	Aug. 2022
Librarians	Maureen Sheppard	Sept. 2018	Aug. 2022
Support Staff	TBC	Sept. 2017	Aug. 2021
Learning and Teaching Services	Farbod Karimi	Sept. 2014	Aug. 2019
Past Chair	N/A	Sept. 2021	Aug. 2022
Dean, Algonquin College in the Ottawa Valley	Keltie Jones	Sept. 2021	Aug. 2023
Chair, Business Administration Core	Katherine Root	Sept. 2021	Aug. 2023
Students			
President, Students' Association	Emily Ferguson	May 2020	Apr. 2022
Vice-President, Students' Association	Ellen Cotter	May 2021	Apr. 2022
Director, Students' Association	Katrina Medina	May 2019	Apr. 2020
Ex-Officio Members			
Senior Vice President, Academic	Chris Janzen		
Vice President, Student Services	Laura Stanbra		
Registrar	Krista Pearson		
Academic Manager, AC Online	Lindsay Hinds		
Associate Vice President, Experiential Learning & Innovation	Kristine Dawson		
Manager, Cooperative Education	David Hall		

Key Performance Indicator Performance Report

The provincial government requires all publicly-funded Ontario colleges to gather and report on Key Performance Indicators (KPI). Colleges use a common methodology to administer the surveys, gather the data and calculate the results. Colleges Ontario publishes the results publicly online for the Ministry of College and Universities. Colleges Ontario last released a KPI Performance Report in December 2021. The summary report reflects responses from graduates of the Class of 2019-2020 and the employers who hired them. The data from each college should be considered on its own; college-to-college comparisons and rankings can produce misleading results because colleges vary in context and by characteristics including size, local employment conditions, program mix and graduate demographics. Algonquin College KPI performance results are shown below and at <https://www.collegesontario.org/en/resources?category=kpi>.

64.9%
GRADUATION RATE

Among 2019-2020 graduates, identifying the percent graduated. The 2020-2021 KPI graduation rate is based on students who started one-year programs in 2018-2019, two-year programs in 2016-2017, three-year programs in 2014-2015 and four-year programs in 2013-2014, and who had graduated by 2019-2020. The 2020-2021 KPI graduation rate is based on students who had been funded through the college funding framework, Second Career or the co-op apprenticeship diploma.

79.2%
GRADUATE EMPLOYMENT RATE

Survey of 2019-2020 graduates six months after graduation, identifying the percent employed. The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2019-2020 graduation.

78.1%
GRADUATE SATISFACTION

Survey of 2019-2020 graduates six months after graduation, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of Algonquin College graduate satisfaction summarizing very satisfied and satisfied graduate responses to the question of the usefulness of their College education, six months after 2014-2015 graduation.

92.3%
EMPLOYER SATISFACTION

Survey of employers who have hired 2019-2020 graduates, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of employers who hired 2019-2020 graduates, very satisfied and satisfied responses to the question of their performance.

Strategic Mandate Agreement Report-Back

Ontario's 45 publicly funded universities and colleges each have a Strategic Mandate Agreement with the province, highlighting their institutional priorities for 2020–2025. The agreements help promote student success and institutional excellence. Institutions outline their unique approach to help build a highly-skilled workforce in collaboration and openness with the province of Ontario and the greater community. The agreements focus on each institution's strengths to enhance the quality of learning experiences and their outcomes with planned enrolment growth and financial sustainability.

The SMA between the Ministry of Colleges and Universities and Algonquin College outlines how the College will build on current strengths to achieve our vision and help drive system-wide objectives and government priorities from April 1, 2020, to March 31, 2025. The Strategic Mandate Agreement outlines Algonquin College's aspirations and priorities for excellence and future areas for growth, including program strength, enrolment, financial sustainability measures and institutional collaborations and partnerships.

ALGONQUIN COLLEGE PRIORITY AREAS

Skills & Job Outcomes:

This priority area seeks to measure and evaluate the College's role in supporting student and graduate outcomes in alignment with Ontario's economy. Metrics measure institutional commitment to the College's areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation rates; and positive graduate labour-market outcomes monitored using the following performance indicators:

- **GRADUATE EMPLOYMENT RATE IN A RELATED FIELD**
- **INSTITUTIONAL STRENGTH AND FOCUS**
- **GRADUATION RATE**
- **GRADUATE EMPLOYMENT EARNINGS**
- **EXPERIENTIAL LEARNING**
- **SKILLS & COMPETENCIES**

Economic & Community Impact:

This priority area seeks to measure and evaluate the College's role in supporting Ontario's economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways the institution demonstrates its economic impact using the following indicators:

- **COMMUNITY/LOCAL IMPACT OF STUDENT ENROLMENT**
- **INSTITUTION-SPECIFIC ECONOMIC IMPACT**
- **REVENUE ATTRACTED FROM PRIVATE SECTOR SOURCES**
- **INSTITUTION-SPECIFIC APPRENTICESHIP-RELATED**

For more information regarding the Algonquin College SMA, please view the full report at algonquincollege.com/reports/#stratmandate.

INFORMATION

Future Students

algonquincollege.com/future-students

Parents

algonquincollege.com/future-students/parents-guardians

Counsellors

algonquincollege.com/future-students/teachers-counsellors

CONTACT

Ottawa Campus

Algonquin College of Applied Arts and Technology

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8
Local: 613.727.4723
Toll-free: 1-800-565-GRAD (4723)
TTY: 613.727.7766
Fax: 613.727.7754
In-Person Service: Student Central – C Building (lower level)
algonquincollege.com

Pembroke Campus

Algonquin College in the Ottawa Valley

1 College Way
Pembroke, Ontario K8A 0C8
613.735.4700
algonquincollege.com/pembroke

Perth Campus

Algonquin College Heritage Institute

7 Craig Street
Perth, Ontario K7H 1X7
613.267.2859
algonquincollege.com/perth

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algonquincollege.com

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