Table of Contents
“This is our turn to dream. To be bold. To do our part to build, create, and move us into the future.”

CHERYL JENSEN - PRESIDENT OF ALGONQUIN COLLEGE
Fifty years ago, when the dream of Algonquin College became reality, it would have been very hard to imagine the Algonquin of today. Now, in an increasingly connected and rapidly changing world, even five years seems a lifetime.

There are, however, some things we know for sure. Above all else, we know that learners must be at the heart of our strategy — a full-time student just out of high school, a mid-career worker coming back to upgrade their skills, or perhaps a university graduate coming to obtain specific skills. They come to Algonquin because they want to turn their dreams and desires into lifelong success. They want to become job-ready. That remains our singular mission and it is the central focus of this plan.

We know technologies, workplaces, and learner expectations are changing rapidly. That’s why this plan has some ambitious goals to change the way we engage our learners, the industries that employ them, our community and the people who work so hard every day to make Algonquin College the best it can be.

We also know that, while Algonquin remains very much a community college, our community is now a global one and we must increasingly serve learners from around the world.

This plan contains six key goals: goals to ensure our College is sustainable; goals to ensure our employees are empowered; and goals to ensure we lead in quality and innovation — keeping Algonquin firmly connected to the digital world and our communities, wherever they are.

But one goal stands out for its ambition and its importance to Algonquin’s future. We have always known that our core strength is the personal relationship between our faculty and our students. We must build upon that connection to create
a truly personalized experience for every single one of our learners. And we must augment that personalized experience with meaningful hands-on experience so that everyone who learns at Algonquin is job-ready. This focus on the individual learner must be sustained throughout the graduate’s career to help ensure lifelong success.

That’s why, by 2022, we will become a leader in the field of personalized learning by creating a new model for individual learner success. As well, we will build a plan to become leaders in co-operative education. In every plan we make and in all our interactions with students and with our employees, we will build a culture of innovation and entrepreneurship — two characteristics that will be critical in the changing employment landscape.

These are ambitious goals, and this plan outlines the first critical steps we must take to achieve them.

We are also making a very important promise over the next five years. A promise to live up to our name. At Algonquin College, we freely acknowledge that we live and work on the traditional territory of the Algonquin people. As Canada moves along a path of truth and reconciliation, we will do our part to ensure that Indigenous ideas, knowledge and culture are an integral part of everything we do.

For five decades, Algonquin College has been changing perceptions, changing lives — changing the world. At 50, we have the confidence of middle age and a solid foundation of pride and innovation to build upon. It’s hard to see what changes the next five years will bring. But, if you look back at where — together — we have been, it’s easy to see where — together — we will go.

KATHRYN LEROUX
CHAIR, BOARD OF GOVERNORS

CHERYL JENSEN
PRESIDENT AND CEO
EXECUTIVE SUMMARY OF 50+5: ALGONQUIN COLLEGE'S STRATEGIC PLAN

OUR JOURNEY: 18 MONTHS OF DISCOVERY

- community sessions
  - 500+ participants
- focus groups
  - 550+ participants
- imagination sessions
  - 350+ participants
- focus groups
  - 60+ participants
- open forums
  - 250+ participants
- feedback sessions
  - 350+ participants
OUR MISSION: To transform hopes and dreams into lifelong success.

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

OUR VALUES:

MISSION
To transform hopes and dreams into lifelong success.

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.

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

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

CARING
We have a sincere and compassionate interest in the well-being of the individual.
## OUR GOALS: TENETS TO CARRY US INTO THE FUTURE

### Goal One:
Establish Algonquin as the leader in personalized learning across all Ontario colleges.

**CORE BELIEF: LEARNER DRIVEN**  
- Student, graduate and internal client satisfaction  
- Case response time and satisfaction by department  
- Number of program pathways, stackable programs, and alternate classroom delivery

**CORE BELIEF: INNOVATION AND QUALITY**  
- Percentage of students engaged and satisfied with co-op/WIL/Applied Research  
- Satisfaction with co-op/WIL/Applied Research  
- Growth of co-op/WIL/Applied Research activity by department  
- Volunteerism by department

### Goal Two:
Lead the college system in co-op and experiential learning.

**CORE BELIEF: INNOVATION AND QUALITY**  
- Graduation rate  
- Employment rate (within 6 months, 18 months and 5 years)  
- Percentage of students engaged in and satisfied with co-op/WIL/Applied Research  
- Awards and nominations submitted by department  
- Growth of co-op/WIL/Applied Research activity by department  
- Improvements introduced by departments

### Goal Three:
Attain national standing in quality, impact and innovation within each school and service.

**CORE BELIEF: CONNECTED**  
- Alumni engagement and satisfaction  
- Employer engagement and satisfaction  
- Alumni returning to the College for continuous learning  
- Alumni and employer interactions per department  
- Membership on program advisory committees

### Goal Four:
Become an integral partner to our alumni and employers.

**CORE BELIEF: SUSTAINABLE**  
- Total number and diversity of learners  
- Continued increase in on-shore international student enrolment  
- Increase number of off-shore international partnerships  
- Social, environmental and economic impact  
- Strong financial health indicators  
- Cross-College environmental management plan implemented  
- Funds raised and hours volunteered by department  
- Reduce ecological footprint

### Goal Five:
Enhance Algonquin’s global impact and community social responsibility.

**CORE BELIEF: PEOPLE**  
- Willingness to recommend Algonquin as an employer  
- Employee engagement  
- Employee health and wellness  
- Professional development hours taken by employee  
- Average sick leave by employee  
- Union grievances by department

### Goal Six:
Be recognized by our employees and the community as an exceptional place to work.
We have been on an 18-month journey
In December 2014, Algonquin College began an 18-month strategic planning process.

Along the way, more than 1,500 members of the College community — inside and out — have been consulted, along with sector leaders such as Colleges Ontario CEO Linda Franklin and Warren (Smokey) Thomas, President of the Ontario Public Service Employees Union.
Our Strategic Plan Advisory Team, made up of 18 members from across the College and community, received feedback from imagination sessions; focus groups with employees, employers, recent graduates, prospective students, and the Algonquin College Students’ Association; online forums and surveys.

The ideas in this plan are a result of those consultations. We believe everyone in the Algonquin family — our learners, our community, our business and industry partners, and our colleagues, can see themselves reflected in this plan.
Three Key Clients

18 MONTHS OF ACTIVE ENGAGEMENT

- ‘Open-space’ sessions in Ottawa, Perth and Pembroke to gauge employees’ early thoughts and ideas
- Education and information-sharing events with Colleges Ontario CEO Linda Franklin and Warren (Smokey) Thomas, President of the Ontario Public Service Employees Union
- Student Leaders Workshop with current and future members of the Algonquin College Students’ Association
- Future of Education session with more than 90 employers
- Idea Cafés for employees to comment on emerging themes
- 20 focus groups involving faculty members, support staff, supervisors, administrators, prospective students, current students, recent graduates and employers
- 10 employee, employer and student Imagination Sessions to examine unmet needs, identify opportunities and imagine solutions without constraints
- Online forum for posting and commenting on ideas raised by employees
- Eight Strategic Plan Advisory Team meetings with regular updates to the Board of Governors
02.

OUR ENVIRONMENT

We are ready for five years of change
In 2017 Algonquin College will be 50 years old.

Now one of Ontario’s largest colleges and one of just 11 polytechnics in Canada, we serve tens of thousands of students, apprentices and lifelong learners and our programs range from apprenticeships to baccalaureate degrees all with the goal of creating job-ready graduates. Our reach is increasingly global — in the digital space, where we are an international leader — and on the ground, with campuses and partnerships in China, India, Montenegro and Kuwait.
The past five years have brought unprecedented growth and demand. Between 2009 and 2014, full-time enrolments at Algonquin rose by almost five per cent annually, surpassing the provincial average. In response, Algonquin launched new degrees, diplomas and graduate certificates, and invested in expanding campuses in Ottawa, Perth, and Pembroke.
21,000
FULL-TIME STUDENTS ENROLLED

1,500
PART-TIME STUDENTS ENROLLED

42,000
CONTINUING EDUCATION STUDENTS ENROLLED
Demographics are changing

Over the next 10 years, the number of domestic students aged 15 to 24 — our traditional cohort — will remain flat or decline, while the number of older, career-focused learners — aged 25 to 44 — will rise by about one to two per cent a year over that same time. With growth rates between five and 10 per cent per year, the largest increase in potential learners will be among those 55 years and over, new Canadians, immigrants and Indigenous learners.

Internationally, demand for higher education, especially vocational and technical training, continues to grow at rates far above domestic numbers. But, while the number of international students coming to Canada remains robust, growth is expected to slow. Opportunities to export Canadian education abroad, however, are growing.

**WHAT DO THESE CHANGES MEAN FOR EMPLOYERS AND THE COMMUNITY?**

- Changes in the local population can affect everything from public services to the types of community organizations formed
- An aging population likely means people will work longer, affecting business employment needs
- Seniors will need unique services, from home-care to entertainment and transportation
- A growing immigrant population will likely have different needs and expectations — both as employers and consumers. Local businesses will have to adjust to this, which in turn may require new skills and training
Expectations are changing

Changing demographics are consequently changing needs. Learners today have direct and immediate online access to as much information as they can absorb, and from experts around the world. Learners of all ages want more flexibility and learning plans that fit their schedules. We can see a future of blended learning where learners have the ability to merge Algonquin’s courses with those at other institutions here and around the world.
This future requires agility. The institutions that lead will be adept at serving new audiences, identifying new markets, introducing new and personalized programs and services, and retiring those no longer meeting our clients’ needs.
Technology is changing

Algonquin has always understood that advances in technology and innovation are changing the landscape of work, social life and community engagement. That’s why we made the bold decision to become the “Digital College” in 2009.

Looking forward, our capacity to manage data and rapid advances in technology will determine the success of our learners in the changing work world. At the same time, new communication tools are changing the way people and organizations connect. For Algonquin, being “connected” means engaging in our community and using technology to harness community-building tools in Canada and abroad.
On a broader scale, climate change, freer trade, emerging markets and an increasing awareness of the need for positive social change are changing local, national and international expectations.

To lead, Algonquin must commit to continuously improving the digital solutions we use to enhance teaching, learning, and support — while also investing in training to help employees and students who use these new technologies each and every day.

Equally, Algonquin must become even better at helping learners master the skills required to manage and use the vast array of content at their fingertips. Today, developing independent thinking, innovation, and entrepreneurial skills to navigate and succeed in the world is as important as the acquisition of technical skill.

Finally, to lead, Algonquin must succeed in working on the international stage, serving as a local and global catalyst for positive social change while, at the same time, increasing opportunities for the College to grow.
We must change, too

In an increasingly competitive world, Algonquin will need to differentiate itself even more from universities and private career colleges. In recent years, universities have scaled up practical training. While it’s true that colleges are uniquely positioned to deliver experiential education, we must not take our traditional strengths for granted.
To lead, Algonquin’s connections to community and industry must be strengthened to ensure that we are even more deeply aligned with our business and industry partners and the communities we serve.
We must become more innovative and entrepreneurial

Governments at all levels are important stakeholders in the Algonquin College community.

Provincially, financial constraints and rising healthcare costs will continue to put significant fiscal pressure on the government. This means transfers from the province will likely continue to shrink as an overall share of College revenues.

Both the provincial and federal governments have made our nation’s truth and reconciliation efforts with Indigenous communities a priority.

To lead, Algonquin must be mindful of fiscal realities while continuing to champion fair and competitive funding and becoming more innovative, flexible and entrepreneurial in the way we operate as an institution.

To lead, Algonquin must also make Indigenous education a priority.
03.

A WORLD OF OPPORTUNITIES

We have great opportunities ahead
Our research has identified some tremendous possibilities to meet needs that are not being met today. Specifically, the following opportunities were identified as most promising:
We can connect learners with business and industry

Our students have told us they choose Algonquin College because they are confident in the brand of an Ontario college credential — that it will help them start their careers. At the same time, workplaces are changing rapidly and more and more graduates want to create their own jobs and continuously upgrade their skills throughout their career. Additionally, employers are telling us that technical skills are only a small piece of the skillset they look for in potential employees. Employers seek innovative, critical thinkers. Algonquin College can equip graduates with the skills, traits, and knowledge they need by forging new kinds of partnerships with industry.
We can be an integral part of our communities

Algonquin is an essential part of the communities it serves in Eastern Ontario and, increasingly, around the world. But, more and more, we need to reach out to our industry partners, invite them in to create mutually beneficial opportunities for our students and the broader community, particularly in the areas of health, wellness, Indigenous education, applied research, and entrepreneurship.
We can inspire creativity, entrepreneurship and innovation

A fast-changing world requires creative thinkers with the skills to adapt and even create their own jobs. We need to be as innovative at fostering an entrepreneurial mindset in learners as we are at educating them in their chosen fields of study.
Workplaces are changing rapidly and learners increasingly seek to stay on top of developments in their fields. We have the opportunity to provide learning for life, forging long-term relationships with learners who want to refine their skillsets.
We can help every learner find their own way

Some students arrive better prepared than others and the impact to the classroom is extensive. We can help those still searching for their passion discover the program of study that’s best suited to their needs and to fulfilling their dreams. We can use technology and new services to personalize the college experience for every single student. Imagine a college that helps students get on the right track and stay on it, throughout their time at Algonquin and beyond.
We can provide flexible learning

Learners today have different needs — and want options to meet their needs, personally, individually, and directly. We have the chance to define what “flexible learning” means at Algonquin College and to deliver it better than any of our peers.
We can rethink what a college is

The mandate of the College to meet employer needs requires us to reimagine the nature of applied education, ranging from entrepreneurial activities to understanding how we will change our traditional offerings. A question that emerged through the consultations was: "How will we change the way we teach, serve, and partner?"
We can be an employer of choice

Our people are our strength. Faculty and support staff unions are our partners. We can and will build a new tradition of engagement and transparency with our people. We will also continue to foster a highly engaged employee community.
Scenario #3

- A student has booked you and meet the student says: “I haven’t finished my assignment yet and it is due tomorrow. I want you to make sure I get it in on time.”

- What are the red flags and how do you approach the situation?
- How can you ensure the student submits their assignment on time?
At 50, we are mature, confident, and we know who we are.
Over five decades we have developed a deep and enduring understanding of our core beliefs and why we exist as an institution.

Central to our new strategic plan is a set of convictions that guides our work and embodies the Algonquin College experience.
<table>
<thead>
<tr>
<th>1</th>
<th>HUMAN POTENTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe in the development of human potential, that in all of us lies the innate ability to learn, to better ourselves and, to have a positive impact on our individual achievement, our families, and our community.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>ACCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe in access, that Algonquin is best known for whom we include rather than exclude, and that in today’s knowledge economy a post-secondary education is fundamental to all.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>EXPERIENTIAL LEARNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe in experiential learning, that it is the best form of learning and that an applied, hands-on education is essential to developing the skills and competencies required to make a positive difference in the world.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>TECHNOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe in the power of technology, that when used purposefully it can enhance learning exponentially.</td>
<td></td>
</tr>
</tbody>
</table>
ONTARIO COLLEGES OF APPLIED ARTS AND TECHNOLOGY ACT, 2002

“The objects of the colleges are to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities.”
We believe in the importance of global citizenship, that in today’s world all learners must acquire the skills and competencies to work in a diverse and constantly changing world, and, that everyone — regardless of what country or culture they are born to — has the right to a good education.

We believe in the power of employment, that securing a good job does more than just putting money in your pocket — it builds confidence, pride, maturity, strengthens relationships, improves health, and fosters a sense of purpose and responsibility.

We believe in community, that as individuals and institutions we have a social responsibility to care for each other, our environment, and our society, in Canada and around the world.

And, we believe in the power of personal relationships, that learning remains a distinctly relationship-based enterprise, with the student-faculty connection at its heart.
05.

**OUR MISSION, VISION, AND VALUES**

We know what we want and how to get there.
Building on our core beliefs, a sound strategy starts with clarity of purpose.

Through our planning process, we revised our fundamentals — resetting our mission, evolving our vision, and confirming that the values we have held to for the past 10 years are still relevant and true today.
Our
Mission

To transform hopes and dreams into lifelong success.
Our Vision

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

Caring

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

Learning

We believe in the pursuit of knowledge, personal growth and development.
Integrity
We believe in trust, honesty and fairness in all relationships and transactions.

Respect
We value the dignity and uniqueness of the individual. We value the equity and diversity in our community.
06.

OUR STRATEGIC DIRECTION

This is our Way Forward
50+5, Algonquin’s 2017-2022 Strategic Plan outlines five overarching strategic directions, rooted in a belief that the time has come to transition from the traditional one-size-fits-all era of education to a new age, focused on personalized experiential learning.
We will be Learner Driven

At Algonquin, we understand that the most important contributor to educational success is the personal relationship between learners and faculty.

We also know that being learner-driven means an unwavering commitment to the personal and professional success of each and every one of our learners. For most of our learners, success is about landing that coveted job. But success isn’t an outcome, it is a journey — a continuum of steps, stages, and activities — unique to each individual. This plan foresees the establishment of an integrated, co-ordinated system of learning to guide and track learner success over time through a comprehensive set of education programs and services spanning all levels of learning. With this in mind, we have set the following goal for 2017–2022:
Five Areas of Initial Focus

1. **Dream Development**
   - WHAT DO I WANT TO BE?
   - WHAT COULD I BE?

2. **Pathfinding**
   - HOW CAN I MAKE AN INFORMED CAREER CHOICE?

3. **Applied Learning Flexibility**
   - HANDS-ON LEARNING TO MAKE A BETTER CAREER CHOICE.

4. **Applied Learning Experiential**
   - IMPROVE CONNECTIONS TO INDUSTRY AND WITH ALUMNI.

5. **Workplace Transition**
   - "The AC Personal Success System, a system that tracks all interactions with learners, will be developed and the first phase will implemented with an initial focus on expanding our support of students ..."
Goal One: Establish Algonquin as the leader in personalized learning across all Ontario colleges.

By 2022, we will become a leader in the field of flexible, personalized learning, beginning by optimizing our strategic enrolment management framework and completing value stream exercises for all key services. The AC Personal Success System, a system that tracks all interactions with learners to help them achieve lifelong success, will be developed and the first phase will be implemented with an initial focus on expanding our support of students in the areas of dream development, pathfinding, flexibility, experiential learning and the transition to workplace.

We will review our program development processes and substantially increase program pathways and the number of programs, courses, and modules offered in both blended and online formats. We will also expand student mentorship programs and enhance our use of mobile technology, providing more extensive digital services and training to both students and employees.

As part of our focus on being learner driven, Algonquin will develop the country’s first comprehensive, end-to-end higher education loyalty program, rewarding those who connect with Algonquin prior to, during, and following their college experience.

MEASURE OF SUCCESS — LEARNER DRIVEN

• Student Retention
What is personalized learning? We will further explore what personalized learning means for Algonquin over the course of this plan. To begin the journey, we are using this definition, adapted from the Glossary of Education Reform:

The term personalized learning, or personalization, refers to a diverse variety of educational programs, learning experiences, instructional approaches, and academic supports that are intended to address the distinct learning needs, interests, aspirations, or cultural backgrounds of individual students.
We will focus on Innovation & Quality

For 50 years, Algonquin College has been an educational innovator providing an exceptional learning experience and pioneering new approaches ranging from the use of digital technologies to the development of new programs.

Innovation and quality are critical in today’s global economy. With this in mind, we have set the following goals for 2017-2022:
Goal Two: Lead the college system in co-op and experiential learning.

By 2022, Algonquin will be recognized for unwavering commitment to co-operative education, re-imagining our co-op model. We will also continue to broaden our commitment to experiential learning, expanding work-integrated learning, simulation, volunteerism, student learning enterprises and, applied research with a focus on student/industry collaboration.

We will study the successes of other institutions across the post-secondary education system — in particular the University of Waterloo — and consider new operating models for experiential learning. We will also engage with employers and learners to better understand their needs and work to pilot and test new approaches in delivering Co-operative Education, apprenticeship, and work-integrated learning.

MEASURE OF SUCCESS — INNOVATION AND QUALITY

• Students Enrolled in Co-operative Education
Goal Three: Attain national standing in quality, impact and innovation within each school and service.

By 2022, each school and service will attain national recognition for its commitment to quality, impact, and innovation. Algonquin is the sum of its parts. We are strongest when each area, school, department and, ultimately, employee is working in support of our overarching mission, vision, values, and strategic direction.

To deliver on our commitment to innovation and quality under this Strategic Plan, we will develop a comprehensive Academic Plan. Each area will then develop or update its area five-year plan within the first year. Further, within the second year, each school and department will be expected to complete their corresponding five-year plan.

Academically, these plans will detail how Algonquin intends to become a hub for social innovation and entrepreneurship and serve as a catalyst for the development of a new model for health-care delivery, education, and training. The Academic Plan will also outline how we expect to integrate essential employability skills, entrepreneurial thinking, and community leadership across all programs of study. Additionally, the Academic Plan will outline our intentions to serve as a model for new approaches to learning ranging from competency-based learning to the effective use of data to enhance learning.

Central to this direction is our focus on digital technologies and continuous improvement. At Algonquin, we fundamentally believe technology can enhance a student’s ability to learn and we are proud to be on the leading edge of its use in higher education. This Plan will see Algonquin extend its leadership in the use of e-text and blended learning, into new areas including service automation, mobile technology and cyber security. The College will also serve as a model in the use of continuous improvement principles and practices, giving our students and employees time back through automation.
MEASURE OF SUCCESS — INNOVATION AND QUALITY

- Willingness to Recommend (Net Promoter Score)
We will stay Connected

Algonquin is about making connections. Forming them, deepening them, and using them.

In an increasingly connected world, Algonquin College will work to strengthen relationships with both alumni and employers, and their interactions with learners. We will refine our Advisory Committee Model to ensure that employers are more strongly connected to program review, development, and applied research opportunities. To meet this strategic direction, we set the following goal for 2017–2022:
Goal Four: Become an integral partner to our alumni and employers.

By 2022, we will work to create the most engaged alumni community among Canadian colleges and become an indispensable partner to our employers.

All college employees and units will have a role to play in this effort — to deliver on our commitment to be the ‘Connected College’ will require the support of not simply a few but of thousands.

MEASURE OF SUCCESS — CONNECTED

• Alumni Engagement
We will be Sustainable

As a leading institution we have a duty to build on the aspirations of our communities.

As the first Canadian college to sign the international Talloires Declaration, Algonquin is committed to reducing its environmental impact — with the ultimate goal of becoming carbon neutral and serving as a leader in the education, research and exchange of environmentally sustainable practices.

In this plan, Algonquin is building on this foundation, confirming our belief that leading institutions must serve as a catalyst for global citizenship and act in a manner that is socially, environmentally, and economically sustainable. Algonquin has adopted the Brundtland definition of sustainable development, committing that all future development must “meet the needs and aspirations of the present without compromising the ability of future generations to meet their own needs.” We believe the world is an interconnected system of social, economic and environmental needs that must work in balance. Therefore, we set the following goal for 2017–2022:
Goal Five: Enhance Algonquin’s global impact and community social responsibility.

By 2022, mindful of our obligation to ensure the long-term financial sustainability of Algonquin College and the communities we serve, we will strengthen our position as an access institution, work to share services with other organizations, build reserve funds, and develop more sustainable sources of revenues both in Canada and across the globe. Our commitment to “inter-generational equity” extends to our physical resources.

To deliver on our commitment to be more socially responsible, the college will expand its outreach into the communities we serve and support Canada’s journey toward truth and reconciliation with Indigenous Peoples, recognizing that we are all responsible for the success of this vital initiative.

Finally, we will build on our environmental commitments, by among other things, expanding our sustainable business practices, working to restore and regenerate our environments, and establishing an international centre for energy management.

MEASURE OF SUCCESS — SUSTAINABLE

• Net Contribution
We will empower our People

Great teaching and support starts with great people.

People who love their work, believe it is meaningful, feel they make a difference, and are supported throughout their career. People who are respected, valued, flexible, and agile. To this end, we set the following goal for 2017-2022:
Goal Six: Be recognized by our employees and the community as an exceptional place to work.

By 2022, we will exceed the expectations of our employees and community as an exceptional place to work. Our employees will proudly recommend Algonquin as an employer of choice and we will be recognized both internally and externally for above-average levels of employee engagement and our commitment to creating a healthy workplace.

We will expand our ability to help our employees learn, grow and adapt to change. We will build a respectful relationship with our union partners and become a model for employee engagement. Further, we will invest and pilot best practices aimed at improving the health and wellness of both our students and employees.

**MEASURE OF SUCCESS — PEOPLE**

- Employee Engagement
ENTREPRENEURSHIP IN ACTION

This document was designed and prepared by Salt, a multidisciplinary creative studio focused on branding founded and run by three Algonquin College alumni: Daniela Chavez Ackermann (Graphic Design), Jared Lebel (Graphic Design) and Jesse Virag (Advertising).

They can be found online at justaddsalt.ca