

# 2020-2025 Strategic Mandate Agreement

**ALGONQUIN COLLEGE**

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MINISTRY OF COLLEGES AND UNIVERSITIES

**ALGONQUIN**  
COLLEGE

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# Signing Page

## 2020-2025 Strategic Mandate Agreement

Signed Between

Algonquin College

And

Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of  
Colleges and Universities by:

SIGNED for and on behalf of Algonquin College by:

  
\_\_\_\_\_  
Shelley Tapp  
Deputy Minister

  
\_\_\_\_\_  
Claude Brulé  
President & Chief Executive Officer

*Aug. 28, 2020*  
\_\_\_\_\_  
Date

August 28, 2020  
\_\_\_\_\_  
Date

*This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.*

*The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.*

*Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.*

*The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.*

# Introduction

## *Preamble*

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and Algonquin College is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the college's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

## Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

## Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the college’s institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

The mission of Algonquin College is to transform hopes and dreams into lifelong success. Algonquin College does this by offering hands-on, digitally connected, experiential learning. With more than 22,000 students attending the Ottawa, Perth, and Pembroke campuses, and with thousands more taking online courses, Algonquin College is the largest vocational training institution in the region and the largest polytechnic institute in eastern Ontario. We offer programs in health, business, media and design, trades and technology to heritage trades, public safety, community studies, hospitality and tourism, outdoor adventure, and more. Algonquin College is also a leader in embracing Indigenous learning, offering unique programs and services to Indigenous students and Indigenous communities, and proactively pursuing ways to fulfil the recommendations of the Truth and Reconciliation Commission.

Being learner-driven is a core strategic pillar of Algonquin College and the Learner-driven Plan is a key element to enable Algonquin College to be a leader in personalized education – standing out among Ontario colleges with a unique, learner-driven approach centered around increasing the flexibility of our learning offerings and College operations as a whole. To support that flexibility and ensure all our activities uphold the highest standards, the Learner-driven Plan has three supporting themes: being proactive and responsive, forging connections between learners and the College, and enabling employee excellence.

Algonquin College’s strategic directions and goals are well aligned with the Ontario government’s priority areas of Skills & Job Outcomes and Community & Economic Impact.

Algonquin College Strategic Direction and Goals	Government Priority Areas
<p style="text-align: center;"><b>LEARNER DRIVEN</b></p> <p>Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.</p> <p style="text-align: center;"><b>INNOVATION &amp; QUALITY</b></p> <p>Goal #4: We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery.</p>	<p style="text-align: center;"><b>SKILLS &amp; JOB OUTCOMES</b></p> <p>College’s role in supporting student and graduate outcomes and alignment with Ontario’s economy. Institutional commitment to areas of strength and specialization; students’ preparation with the skills essential for employment; experiential learning graduates; credential achievement; and positive labour-market outcomes for graduates.</p>
<p style="text-align: center;"><b>CONNECTED</b></p> <p>Goal #2: Become an integral partner to our alumni and employers.</p> <p style="text-align: center;"><b>PEOPLE</b></p> <p>Goal #3: Be recognized by our employees and the community as an exceptional place to work.</p> <p style="text-align: center;"><b>SUSTAINABLE</b></p> <p>Goal #5: Pursue truth and reconciliation, social, environmental, and economic sustainability.</p>	<p style="text-align: center;"><b>COMMUNITY &amp; ECONOMIC IMPACT</b></p> <p>College’s role in supporting Ontario’s economy. Positive economic impact on local economies brought by students at an institution.</p>

<https://www.algonquincollege.com/reports/files/2020/08/Restated-2020-21-Business-Plan-BoG-Approved-1.pdf>

The current and long-term economic and social impacts on our country and Algonquin College caused by the COVID-19 pandemic are unparalleled by any event that has been seen in recent history. Algonquin College continues to make decisions that put our students and employees first, while considering measures that can be taken in the best interest of the College. As Algonquin College moves through the provincial re-opening stages, public health and regulatory guidance remain central tenets for decision-making. Given the significant impact to enrolment, finances, priorities and overall operations of Algonquin College resulting from the impact of the COVID-19 pandemic, a restatement of the 2020-22 Business Plan and 2020-21 Budget was necessary. This restatement impacted key performance indicator targets as well as planned initiatives to align with current fiscal realities.

# Performance-Based Funding

## Notional Annual Allocation

For the 2020-2025 SMA cycle, Algonquin College’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the college funding model and Ontario’s Performance-based Funding Technical Manual. Algonquin College’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21*	2021-22*	2022-23	2023-24	2024-25
Differentiation Envelope	\$29,389,676	\$41,211,302	\$53,032,928	\$64,854,554	\$70,765,367
Performance-based Grant	\$27,787,547	\$38,902,565	\$50,017,584	\$61,132,603	\$66,690,112

\* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.

\*\*Further details on calculations are available in Ontario’s Performance-based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.

\*\*\*The notional allocations presented above are estimates based on 2019-20 final operating grant totals.

## Institutional Weighting Strategy

The performance-based funding mechanism enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance-based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a Related Field	10%	\$2,778,755	5%	\$1,945,128	5%	\$2,500,879	5%	\$3,056,630	5%	\$3,334,506
2. Institutional Strength/Focus	35%	\$9,725,641	20%	\$7,780,513	15%	\$7,502,638	15%	\$9,169,890	15%	\$10,003,517
3. Graduation Rate	10%	\$2,778,755	15%	\$5,835,385	10%	\$5,001,758	10%	\$6,113,260	10%	\$6,669,011
4. Community/Local Impact – Student Enrolment	35%	\$9,725,641	20%	\$7,780,513	15%	\$7,502,638	15%	\$9,169,890	15%	\$10,003,517
5. Economic Impact (Institution-specific)	10%	\$2,778,755	20%	\$7,780,513	15%	\$7,502,638	15%	\$9,169,890	15%	\$10,003,517
6. Graduate Employment Earnings	--	--	5%	\$1,945,128	5%	\$2,500,879	5%	\$3,056,630	5%	\$3,334,506
7. Experiential Learning	--	--	10%	\$3,890,257	15%	\$7,502,638	15%	\$9,169,890	15%	\$10,003,517
8. Revenue Attracted from Private Sector Sources	--	--	5%	\$1,945,128	5%	\$2,500,879	5%	\$3,056,630	5%	\$3,334,506
9. Apprenticeship-related (Institution-specific)	--	--	--	--	10%	\$5,001,758	10%	\$6,113,260	10%	\$6,669,011
10. Skills & Competencies	--	--	--	--	5%	\$2,500,879	5%	\$3,056,630	5%	\$3,334,506

# Priority Areas and Performance Metrics

## Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

### Skills & Job Outcomes

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

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

### Economic & Community Impact

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*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 institutions demonstrate economic impact, through the following performance indicators:*

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Revenue Attracted from Private Sector Sources
- Apprenticeship-related (Institution-specific)

### Productivity, Accountability & Transparency

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*To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:*

- Faculty Activity
- Faculty Compensation



# Skills & Job Outcomes

## Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Algonquin College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of 5% of annual performance-based funding notional allocations for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

### Graduate Employment Rate in a Related Field

Proportion of graduates employed full-time in a field related or partially related to their program six months after graduation
<b>Metric initiated in 2020-21</b>
Narrative
<p>One of Algonquin College’s core beliefs is centered on Employment: we believe in the power of employment, that securing a good job does more than just put money in your pocket — it builds confidence, pride, maturity, strengthens relationships, improves health, and fosters a sense of purpose and responsibility. Algonquin College is dedicated to delivering a hands-on, experiential, learner-driven education that provides learners with the knowledge and skills that will make them eminently employable upon graduation. Algonquin College provides students with numerous quality experiential learning opportunities such as co-op and field placements as well as services to support our students being successful in obtaining employment after graduation such as in-person and online resources for resume and cover letter reviews, interview skills and mock interviews as well as job search coaching. Examples of strategies and initiatives include:</p> <ul style="list-style-type: none"> <li>• Algonquin College’s Annual Career Networking Fair, the largest on-campus recruitment event for students and graduates that attracts over 70 organizations</li> <li>• Algonquin College’s Employment Support Centre and the Volunteer Centre co-hosted a Job &amp; Volunteer Fair which featured 40 organizations including the Royal Bank of Canada, Fairmont Chateau Laurier, Shaw Centre, the Canadian Armed Forces, and First Air</li> <li>• The Employment Support Centre hosted an on-campus Health Care Job Fair with 20 employers from hospitals and community health care organizations to recruit students from Algonquin College health care programs</li> </ul> <p>Algonquin College has consistently ranked high in the percentage of recent graduates that found employment within six months of graduation, as well as the number of employers satisfied with the quality of Algonquin graduates they hire<sup>1</sup>.</p> <p>Based upon the most recent historical data available, Algonquin College has shown consistent year-over-year increases in the range of 2 to 3 percentage points for the proportion of graduates employed full-time in a field</p>

<sup>1</sup> Source: Graduate Outcomes and Graduate Satisfaction Survey and Employer Satisfaction Survey results

related or partially related to their program six months after graduation. Given the COVID-19 pandemic it is challenging to predict longer term performance given the dependency on labour market and economic conditions.

Source: College Graduate Outcomes Survey (CGOS)/Ministry of Colleges and Universities

### Institutional Strength/Focus

*Health and Wellness; Engineering and Technology; Management, Administration and Leadership*

**Enrolment (full-time headcount, domestic and international) in an institution's program area(s) of focus**

**Metric initiated in 2020-21**

**Narrative**

Algonquin College delivers quality education through comprehensive and broad programming across disciplinary and occupational fields, credentials and delivery modalities at the Ottawa, Perth, and Pembroke campuses. Algonquin College has identified areas of programmatic strength as part of program clusters within the following broad occupational themes:

- Access
- Communications, Creative Media and Entertainment
- Community Services
- Digital Technologies and Design
- Engineering and Technology
- Environment and Natural Resources
- Health and Wellness
- Hospitality and Tourism
- Management, Administration and Leadership
- Public Safety and Security
- Skilled Trades

All of the above programming clusters exhibit strength and focus in terms of positive student/graduate outcomes and enrolment concentration however for SMA3 performance/outcomes-based metric and funding purposes, Algonquin College has selected Health and Wellness; Engineering and Technology as well as Management, Administration and Leadership based on the sizable enrolment concentration within these three clusters due to continued enrolment growth as evidenced by labour market and student demand.

Based upon the most recent historical data available, Algonquin College has shown a consistent enrolment concentration ratio for the selected program clusters; and we anticipate that trend to continue within the SMA3 period based upon recently introduced programs and our planned programming however there is uncertainty in predicting potential COVID-19 impacts on this metric for future years.

Source: Provided by Institutions, validated by College Statistical Enrolment Report (CSER)/Ministry of Colleges and Universities

### Graduation Rate

**Percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)**

**Metric initiated in 2020-21**

**Narrative**

Algonquin College is learner-driven, with an unwavering commitment to the personal and professional success of our learners. Algonquin College uses a college-wide approach to supporting students along their educational journey, from their first point of contact with the College through to graduation. Several recent initiatives to highlight Algonquin College's commitment to our students and their success include:

- Completion of the new DARE District (Discovery, Applied Research, Entrepreneurship) which includes the College’s new library and learning centre, an Indigenous Commons, Makerspaces, entrepreneurship and innovation space that provide students with latest technology in facilities such as a Cybersecurity Centre, an Energy Research Lab, and a Data Analytics Centre
- Opening of Student Central, home to essential services for students including financial aid, program admissions, international student support, IT support for students, academic advising, prior learning assessment as well as test and exam services
- Algonquin’s new learning management system, Brightspace, which improves the connection between students and faculty
- Introduction of a 14-week term model from the current 15-week model, allowing the College to incorporate a one-week Mid-Term Break in each term for the first time in its history, which should improve retention and allow students to have better academic success
- Development of a Learner-driven strategy and plan to recommend transformative initiatives that can be implemented over time that will differentiate Algonquin College as a leader in personalized learning and a personalized college experience

Based upon the most recent historical data available, Algonquin College has shown a consistent year-over-year increase in its graduation rate, increasing by one percentage point from 2016-17 to 2018-19. Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.

Source: Graduate Rate Submission Process, College Graduation Rate Tool (CGRT)

## Graduate Employment Earnings

Median employment earnings of college graduates in a given calendar year, two years after graduation

Metric initiated in 2021-22

Narrative

Students have many reasons for selecting their college program of study, however for the majority, their main goal is to prepare for employment and for their career.<sup>2</sup> And when it comes to earnings, research indicates that individuals with post-secondary education earn more than those with high school as their highest level of education.<sup>3</sup>

To assist our students in their journey to graduation and employability, Algonquin College supports include ensuring that our programming is aligned to labour market demands. Our Employment Support Centre provides in-person support and online resources to help students and graduates prepare for job and career success by teaching them how to increase their employability skills and make meaningful connections with employers.

Based upon the most recent historical data available, Algonquin College has shown a consistent year-over-year increase for median employment earnings of college graduates in a given calendar year, two years after graduation. It is challenging to predict longer term performance given the potential impacts on labour market and economic conditions caused by the COVID-19 pandemic.

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

<sup>2</sup> 2018-19 KPI Student Satisfaction Survey, question 77. Your main goal in enrolling in this program is – 74% of Algonquin College respondents answered “To prepare for employment / career”

<sup>3</sup> Statistics Canada 2016 Census, Median annual earnings of women and men aged 25 to 64 who worked full time and full year as paid employees, by highest level of education and province or territory, 2015

## Experiential Learning

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning component(s)

**Metric initiated in 2021-22**

Narrative

Algonquin College's vision is to be a global leader in personalized, digitally connected, experiential learning. We are guided, as always, by our commitment to learner-driven education that provides the experiential knowledge needed by the workforce of tomorrow. We believe that experiential learning 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 and is one of our institutional strengths in delivering high-quality learning experiences. We are committed to experiential learning, expanding work-integrated learning, simulation, volunteerism, student learning enterprises and, applied research with a focus on student/industry collaboration. Students and employers are seeing the value of the hands-on learning that Algonquin College offers, and they know this kind of experiential training leads to fulfilling careers and lifelong success.

Algonquin College is committed to quality, impact and innovation across all of its schools and program areas, as evidenced by the number of students placed in high quality experiential learning experiences with organizations such as Shopify, Siemens Canada, The Perley and Rideau Veterans' Health Centre, Government of Canada, Hydro Ottawa and The Ottawa Hospital. In addition, most of our programs have a work-integrated-learning component as part of the program of study thereby providing our students with exceptional learning opportunities.

The College won the Experiential Learning Employer Excellence Award from the Council for Experiential Learning in 2018, which highlighted that the College offers hands-on, digitally connected, experiential learning in more than 185 programs. In March 2019, Algonquin College was one of the first Ontario colleges to earn accreditation from Cooperative Education and Work-Integrated Learning Canada with eight of our programs receiving CEWIL Canada's accreditation.

Based upon the most recent historical data available, Algonquin College has shown a consistent number and proportion of graduates in programs, who participated in at least one course with required experiential learning component(s). Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.

*Source: MCU Graduate Record File Data; File attached to College Graduate Outcomes Survey (CGOS)*

## Skills & Competencies

Education and Skills Online: Random sample of students (domestic and international)

**Metric initiated in 2022-23**

Narrative

Algonquin College is committed to supporting students in the development of their skills and competencies and will participate in the Education and Skills Online assessment.

*Source: Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)*

# Economic & Community Impact

## Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Algonquin College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

### Community/Local Impact of Student Enrolment

<b>Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located</b>
<b>Metric initiated in 2020-21</b>
<b>Narrative</b>
<p>Algonquin College is an essential part of the communities it serves in Eastern Ontario and, increasingly, around the world. The Ottawa, Pembroke and Perth campuses represent a positive impact to our local communities both from an economic and socially responsible perspective. Algonquin College has a positive impact within the community, based on the many charitable and community outreach activities that our employees and students participate in. A few examples include:</p> <ul style="list-style-type: none"><li>• Algonquin College chefs and student volunteers helping with Operation Big Turkey, an annual Christmas-season event organized by Gusto! TV chief executive Chris Knight. In its 14<sup>th</sup> year, Operation Big Turkey prepared approximately 2,500 holiday dinners for seniors, families, and the homeless at six locations across Ottawa.</li><li>• Event Management students have raised a total of \$1.1M for the Children’s Wish Foundation over the past ten years.</li><li>• School of Hospitality and Tourism partnered with the Ottawa Chinese Community Service Centre that funded two cohorts of new Canadians to complete three courses in Esthetics.</li><li>• Environmental Technician students organized a waterfront cleanup on the shoreline of the Ottawa River near the Pembroke Campus which was severely impacted by spring flooding.</li><li>• Perth Community Employment Services was recognized for their work with the Grenville Castings employee action centre to provide on-site and off-site employment services to support the team and the 300+ employees impacted by the plant closure.</li><li>• Algonquin College, in partnership with organizations including Ottawa Public Health and Bruyère, promote health and wellness within our community by hosting the Future of Health and Wellness Speaker Series. Launched in late 2015, these events invite prominent professionals to address health-related topics and support cross-sector collaboration.</li><li>• Algonquin College leads the Eastern Ontario College Consortium in delivery of the SkillsAdvance Ontario project which provides workforce training and skills transformation support for the Eastern Ontario steel and aluminum manufacturing and metal fabrication sector. This innovative college consortium model for addressing sector-focused workforce training needs, is the first of its kind in the province.</li></ul> <p>Another integral component to being connected to our community and developing the skills required to meet the highly skilled workforce needs of business and industry in Ottawa and Eastern Ontario is the Education City initiative. The four postsecondary institutions in the Ottawa region (Algonquin College, Carleton University, La Cité and the University of Ottawa), are working together under the umbrella of Education City. Emanating from</p>

pilot work supported in the second round of institutional Strategic Mandates Agreements, the institutions agreed to collaborate together in the pursuit to develop unique learner-driven work-integrated learning credentialed programs. Together and working with industry, business, civil society and all levels of government, we have designed flexible certificate-diploma-degree programmes to meet the highly skilled workforce needs of business and industry, civil society organizations and governments (local, provincial and national) in Ottawa and the Ottawa Valley.

For SMA3 metric purposes, Algonquin College has shown a consistent and modest year-over-year increase for campus enrolment as a share of the local population. Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.

*Source: College Statistical Enrolment Report (CSER), Ministry of Colleges and Universities, Census Data/Statistics Canada*

### **Economic Impact (Institution-specific)**

<i>Algonquin College Student Co-op Placements</i>
The number of student co-op placements during the academic year.
<b>Metric initiated in 2020-21</b>
Narrative
<p>Algonquin College positively impacts our community in many ways. The College plays a key role in helping students increase their employability and achieve their individual potential. With a wide range of program offerings, Algonquin College enables students to earn credentials and develop the skills they need in order to have a fulfilling and prosperous career. The College also provides an excellent environment for students to meet new people and make friends, while participation in college courses improves the students' self-confidence. These social and employment-related benefits have a positive influence on the health and well-being of individuals. In addition to influencing the lives of students in a positive way, the College's program offerings support a range of industry sectors in the Greater Ottawa, Pembroke and Perth regions and supplies employers with the skilled workers they need to make their businesses more productive.</p> <p>Algonquin College, with over 22,000 full-time students and nearly 4,100 full and part-time employees, has a significant economic impact within the local community that can be demonstrated in several ways such as direct spending into the local economy through College operating and capital expenditures, student and visitor spending in the region as well as the associated re-spending effect within the local economy when College employees and our suppliers make their own purchases. In addition there are the economic benefits of having highly educated graduates and alumni of Algonquin College stay within the region with their higher level of earnings. Aside from the economic impacts, there are also positive student, employer and societal impacts by having Algonquin College within the local community.</p> <p>For SMA3 purposes, Algonquin College has selected as its institutional metric, the number of student co-op placements during the academic year. The rationale for selecting this metric for economic impact is that students in co-op programs are generally associated with more favourable labour market outcomes, including higher employment rates and higher earnings which results in a positive economic impact to our region through spending and re-spending by these graduates.<sup>4</sup> This metric also has a strong alignment with our strategic and annual business plan as well as meeting ministry established guidelines for the economic impact an institution has on its community.</p> <p>Based upon the most recent historical data available, Algonquin College has shown a consistent year-over-year increase for the number of student co-op placements. Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.</p>

*Source: Algonquin College Co-op Office placement report*

<sup>4</sup> Statistics Canada, National Graduates Survey, 2013 (Class of 2009-2010).

**Revenue Attracted from Private Sector Sources**

<b>Total revenue attracted from private sector and not-for-profit sources</b>
<b>Metric initiated in 2021-22</b>
<b>Narrative</b>

Mindful of our obligation to ensure the long-term financial sustainability of Algonquin College and the communities we serve, we continue to strengthen and develop more alternative sources of revenues both in Canada and across the globe, providing instructional and non-instructional services to the private and not-for-profit sector. To further demonstrate the College’s commitment to community engagement and partnerships, the College underwent an extensive review that dissolved its foundation and integrated and resourced those external relations functions within an Advancement area in the College. Examples of strategies and initiatives that the College is taking to grow alternative revenue sources include:

- Opening of the Algonquin College Learning Centre in downtown Ottawa, the new, innovative home for corporate training in downtown Ottawa that reflects the growing demand for lifelong learning. Located in the heart of the nation’s capital, the 8,800-square-foot space serves employers and individuals looking for retraining, skills upkeep and development.
- Royal Bank of Canada provided a \$150,000 gift to the Algonquin College co-op program as part of RBC’s Future Launch initiative.
- Algonquin College received a \$450,000 donation from guard.me International Insurance — the first part of a \$650,000 contribution towards international education opportunities. The special, two-year investment will benefit international students in the form of new scholarships and a bursary fund, and seed funding for unique entrepreneurship and applied research initiatives. The funding will also help more domestic students study and work abroad.
- Launching of the Algonquin College Future of Work Speaker Series, which is designed to help leaders in organizations optimize their workplaces for the dynamic world of tomorrow’s work.
- The Corporate Training centre delivery of customized training sessions for Indigenous and Inuit organizations and learners including: Tungasuvvingat Inuit, Cree Nation of Mistissini, First Nations Information Governance Centre.
- Over 450 employers, educators, and employment and training service providers attended the fifth Annual Local Employment Planning event – Building Connections, “Navigating the changing world of work”.
- The Digital College Research Lab program launched a new project with a new industry partner – Blindside Networks, to develop a closed captioning feature to improve accessibility to their web video conferencing software for education.
- Unique applied research projects were embedded into the curriculum for the Environmental Technician Program in Pembroke with the aid of local businesses and organizations.
- Algonquin College, in partnership with Ottawa Tourism, is developing an Indigenous Tourism Incubator Training Program for Indigenous learners and community members who are interested in starting a business focused in the tourism industry.
- PCL Construction has committed to donating \$216,000 over six years as the first corporation to sign on to the DARE6 initiative, a new collaborative partnership.

Based upon the most recent historical data available, Algonquin College has shown a consistent year-over-year increase for revenue attracted from private sector and not-for-profit sources. Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.

*Source: College Financial Information System (CFIS)*



## Apprenticeship-related (Institution-specific)

Number of graduates from Algonquin College Skilled Trades Programs.

Metric initiated in 2022-23

Narrative

Strong apprenticeship and skilled trade-related programming continue to be a priority for Algonquin College to meet labour market demand. We achieve this through multiple means in order that we respond to community needs with a full menu of training options that meets the learner at their level. For example, Algonquin College is an active participant in pre-apprenticeship training performed in response to calls for proposals by government to meet local demand. Algonquin College is active in pre-apprenticeship training for electrician, welding, masonry and indigenous cook and all our campuses are actively involved both from an academic perspective as well as academic upgrading and employment services. To support the academic success of our apprentices, the Apprenticeship Support Center, located in the Algonquin Centre for Construction Excellence, provides learning strategies, tutoring and counselling services.

We offer a comprehensive array of apprenticeship in-school training programs in the construction, industrial, service and transportation sectors. These are all developed to Red Seal Program standards and with pathways in mind as we graduate students from our related postsecondary skilled trade programs. We offer apprenticeship programming on our own but also in partnership with industry. For example, Hydro Ottawa is a key partner in our delivery of the Powerline Technician Diploma program and we are a key partner with them in the delivery of the Powerline Technician apprenticeship program.

Algonquin College offers programs for skilled tradespersons such as Trades Entrepreneurship, Trades Leadership and Trades Management. These fully online College certificate programs, designed specifically for qualified tradespersons, provide individuals with the opportunity to develop skills and knowledge in areas of business management, leadership and entrepreneurial competencies and skills.

Algonquin College actively promotes skilled trades as a career option through partnerships with our local sectoral partners/associations, provincial and national partners such as Skills Ontario and Skills Canada and by offering awards and scholarships to both post-secondary students and apprentices. The W. Garfield Weston Foundation Skilled Trades Initiative is one such example where Algonquin College works in partnership to disburse hundreds of thousands of dollars in awards under a 4-year agreement that assists students to persist in their career path. The College, with industry support, has initiated a recruitment strategy called "We Saved You a Seat" where we are attempting to increase the gender diversity in male dominated STEM programs by promoting specific programs to women.

Algonquin College has selected as its institutional metric, the number of graduates from skilled trades programs in order to recognize the importance and success of its role in delivering apprenticeship and trade-related programming that prepares students for careers in trade-related occupations.

Based upon the most recent historical data available, Algonquin College has shown consistent number of graduates from skilled trade related programming. Given potential impacts of the COVID-19 pandemic, it is challenging to predict longer term performance for this metric during the SMA3 period.

*Source: Algonquin College student information system*



# Productivity, Accountability and Transparency

## Reporting Metrics – Attestation

*This priority area of the Ontario government supports the government’s goal of increasing trust in Ontario’s finances and promoting accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system.*

*These metrics are not tied to funding, and are used to measure and report on the following indicators:*

- *Faculty Activity*
- *Faculty Compensation*

### Faculty Activity

*Information regarding Algonquin College Faculty Activity will be made publicly available in Year 3 (2022-23).*

### Faculty Compensation

*Information regarding Algonquin College Faculty Compensation will be made publicly available in Year 3 (2022-23).*

## Enrolment Profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability to institutions.

### Corridor Midpoint

For funding purposes **23,048.36** Weighted Funding Units (WFUs) will be the corridor midpoint value for the five-year period from 2020-25 for Algonquin College. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the policies contained within the *Ontario College Funding Formula Reform Technical Manual, May 2017, Version 1.1*.

NOTE: Midpoints were established using the average of funding-eligible enrolment from 2015-16, 2016-17, and 2017-18.

### Projected Funding-Eligible Enrolments

Below is Algonquin College's projection of funding-eligible full-time headcount as of July 13, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	2,064	2,064	2,064	2,120	2,120
Ontario College Diploma/Advanced Diploma	11,875	11,875	11,875	12,200	12,200
Ontario College Graduate Certificate	711	711	711	730	730
Baccalaureate Degree in Applied Area of Study	584	584	584	600	600
<b>Total</b>	<b>15,233</b>	<b>15,233</b>	<b>15,233</b>	<b>15,650</b>	<b>15,650</b>

Note: This table reports on full-time headcounts from the Fall term.

All other funding activity in full-time equivalent (FTE); Part-time, Tuition short, (PLAR)	1,560	1,560	1,560	1,560	1,560
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### Projected International Enrolment

Below is Algonquin College's projection of funding-ineligible international full-time headcount at college-operated campuses as of July 13, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	195	248	302	355	373
Ontario College Diploma/Advanced Diploma	1,718	2,189	2,659	3,130	3,287
Ontario College Graduate Certificate	397	506	614	723	760
Baccalaureate Degree in Applied Area of Study	55	71	86	101	107
<b>Total</b>	<b>2,365</b>	<b>3,013</b>	<b>3,661</b>	<b>4,309</b>	<b>4,527</b>

Note: This table reports on full-time headcounts from the Fall term.

## Appendix: Metric Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

Algonquin College													
SMA3 Metric	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual	APT	Actual	APT	Actual	APT	Actual	APT	Actual
<b>1. Graduate Employment Rate in a Related Field</b>	2016-17	2017-18	2018-19	73.58%									
	71.76%	73.85%	76.89%										
<b>2. Institutional Strength/ Focus</b>	2016-17	2017-18	2018-19	49.52%									
	48.13%	49.38%	49.55%										
<b>3. Graduation Rate</b>	2016-17	2017-18	2018-19	67.06%									
	66.87%	67.26%	67.92%										
<b>4. Community/ Local Impact of Student Enrolment</b>	2016-17	2017-18	2018-19	4.02%									
	3.94%	4.10%	4.17%										
<b>5. Economic Impact (Institution-specific)</b>	2016-17	2017-18	2018-19	1,120									
	974	1,273	1,505										
<b>6. Graduate Employment Earnings</b>	2016-17	2017-18	2018-19										
	\$	\$	\$										
<b>7. Experiential Learning</b>	2016-17	2017-18	2018-19										
	#	#	#										
	%	%	%										
<b>8. Revenue Attracted from Private Sector Sources</b>	2016-17	2017-18	2018-19										
	\$	\$	\$										
<b>9. Apprenticeship-related (Institution-specific)</b>	2016-17	2017-18	2018-19										
	%	%	%										
<b>10. Skills &amp; Competencies</b>								Survey initiated	E.g. Yes				