



**ANNUAL REPORT**  
2023-2024

Becoming Again

Changing Lives

## Land Acknowledgement

Algonquin College campuses (Ottawa, Pembroke and Perth) are located on the traditional unceded, unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands over many millennia. We take this time to show our gratitude and respect to them, and to the land for all that it provides us: trees to give shade, water and food to sustain us and paths to connect us. As a post-secondary institution, we embrace the responsibility to help ensure that the next generations of land stewards are respectful and grateful for the bounty of this land on which we all live, work, play and study.

We commit to continue to explore and make meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

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**THE FOUR STREETS:**

The Anishinàbe names of **otter**, **crane**, **muskrat** and **marten**, traditional animals in Anishinàbe culture



**Ottawa Campus Indigenous Street Naming**

To demonstrate its commitment to reconciliation, Algonquin College has renamed four streets in the Anishinàbe Algonquin language at the Ottawa Campus. This meaningful collaboration brought the College and members of the Anishinàbe Algonquin Nation together to highlight the first language of the land. These four streets now have names of great importance and connection to the Anishinàbe Algonquin Nation:

**NIGIG PRIVATE**

**Otter**



Part of the creation story for Algonquin people, Nigig is treasured for his work under water, on ground and is medicinal.

**ADJIDJÀK PRIVATE**

**Crane**



Cranes are beautiful creatures who stand tall in swampy areas or on the edge of the waters to hunt small catches, a vital species to the ecosystem.

**WJASHK PRIVATE**

**Muskrat**



Completing teamwork with Amik and Nigig in the dams, he is a fast swimmer with his webbed feet. He is credited with the Anishinàbe creation story.

**WÀBISHESHÌ PRIVATE**

**Marten**

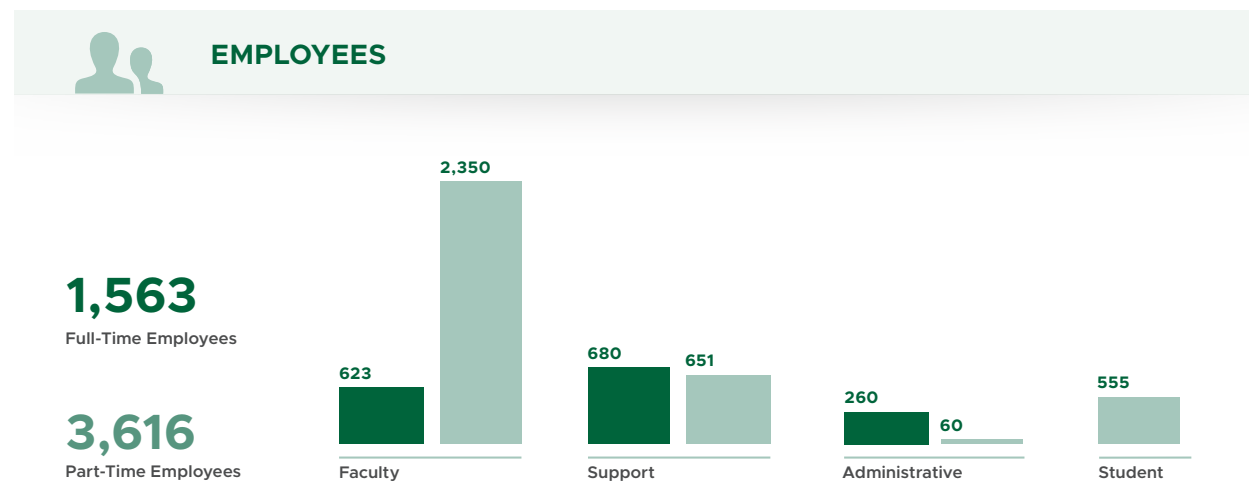
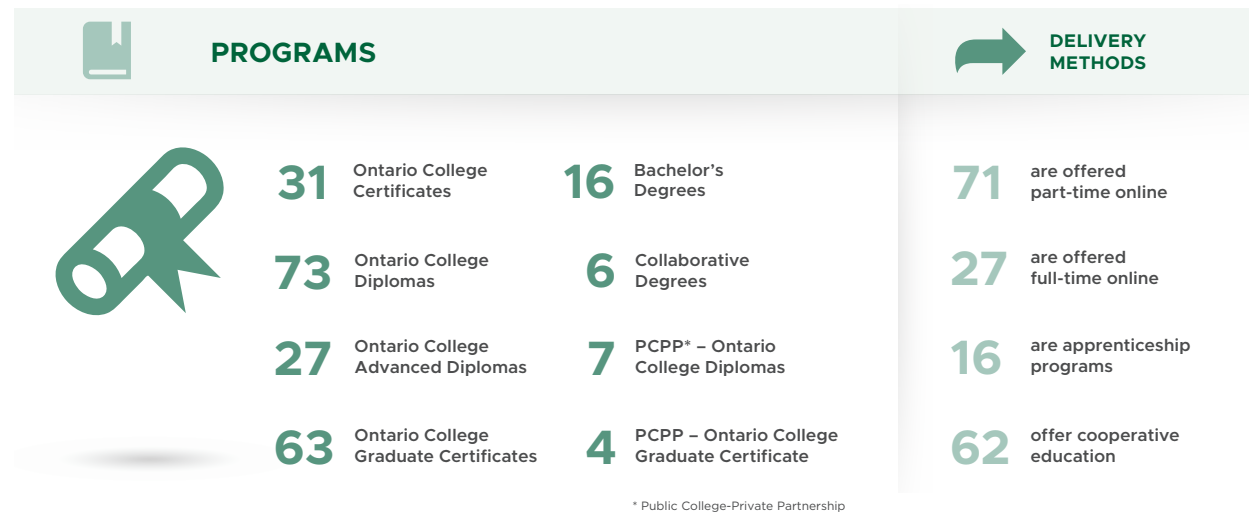


A cousin of the wolf, Wàbisheshì is also a good hunter, survivalist and dangerous when approached.

The street names were provided by the Algonquin College Indigenous Education Council and prioritized based on cultural and historical significance to the host Nation — the Anishinàbe Algonquin Nation. Renaming the four streets is part of a larger Indigenous wayfinding strategy that will expand and complement the interior pedestrian routes at the Ottawa Campus, accompanying the interior pathways Indigenous names that were introduced in 2022.

Looking ahead, other areas of the College are expected to be named in Anishinàbemowin — the Algonquin language. As a means of decolonization and taking a step forward in promoting healing, it is the College's goal for Anishinàbe Algonquin people to continue to be at the forefront of providing guidance on culturally relevant names for various areas of significance within College campuses, while also creating a sense of belonging to other First Nation, Métis and Inuit peoples.

# COLLEGE AT A GLANCE



## 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 and diversity in our community.

HIGHLIGHT: ACADEMIC PLAN

## Our Commitment to Learners

Launched in June 2023, the Algonquin College Academic Plan serves as a six-year roadmap for academic excellence to meet the needs of learners and employees in an evolving educational landscape. Aligned with the Algonquin College Strategic Plan 2022-2024, Business Plan 2022-2024 and key performance indicators (KPIs) outlined in the Strategic Mandate Agreement (SMA3) with the Ministry of Colleges and Universities, the Academic Plan provides a framework for academic excellence, focusing on enhancing program offerings, delivery methods, personal learning journeys and curriculum to equip students with the adaptable skills and knowledge required for a changing workforce. It also serves as a valuable tool for attracting prospective learners.

The Academic Plan aligns with the College's commitment to providing career-focused post-secondary education and training in a polytechnic institution, supporting the interests of learners and employers at local, provincial, national and international levels. Anticipating shifts in labour market demands, College employees will be equipped with the expertise and dedication necessary to deliver programs, experiential learning, applied research and academic services through the lens of skills and career development.

**PURPOSE:** To provide a future-focused polytechnic education that embraces and values the diversity of both our learners and our academic teams and fosters a flexible learning environment that will meet their needs and those of an evolving Canadian economy

Specific objectives have been identified for each priority. These objectives are designed to focus efforts and resources to align with the intended priority outcomes. As the plan is realized, strategies and initiatives will be implemented to drive the successful achievement of these objectives. Acknowledging our financial and personnel capabilities, actions will be mapped out each year of implementation as part of the College's annual multi-year business and operational planning process. The full list of actions outlined for each objective can be viewed in the Algonquin College Academic Plan 2023-2029.

**Priority 1: Deliver an industry-driven polytechnic education that develops employability and career growth**

As a polytechnic institution, Algonquin College will offer a range of industry-responsive curricula and experiences, supporting learners throughout their careers. The College will leverage its size, expertise and proximity to national decision makers to be a prominent leader in applied, skills-based education, including apprenticeship, applied research and other experiential learning. The institution will be focused on being innovative and proactive to meet local, provincial, national and international industry needs for existing and emerging skills.

Objectives:

1. Create programming that reflects the elements of an experiential polytechnic education.
2. Integrate experiential learning components, including opportunities to engage in applied research, that address the unique needs of each program.
3. Build vibrant and enduring relationships with alumni, industry and community partners.

**Priority 2: Provide inclusive program delivery that enables choice**

Algonquin College will be nimble and responsive to the evolving needs of learners and industry to ensure that it offers an accessible polytechnic education to our learners. The College will provide a variety of program delivery options to support the ability for an individual to map their journey to suit their unique needs or circumstances.

Objectives:

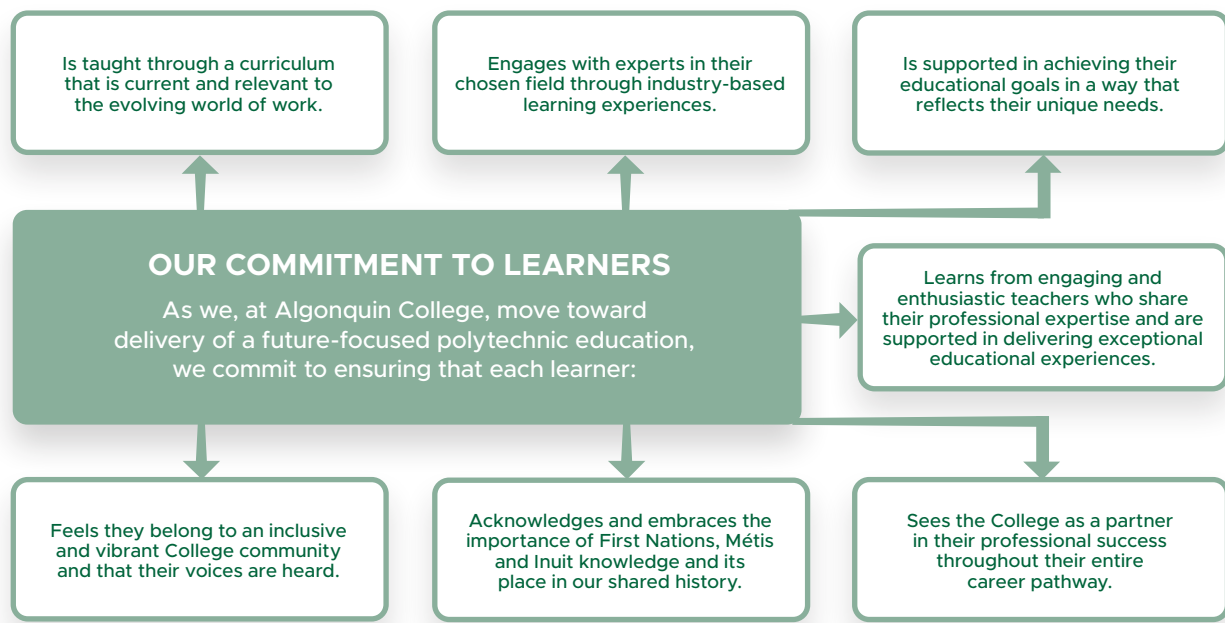
1. Provide an inclusive educational experience.
2. Integrate First Nation, Métis and Inuit teachings and ways of knowing into programming.
3. Enhance access to cross-College courses.
4. Maximize recognition of prior formal and informal education for learners.
5. Provide advising that supports learner success.
6. Enhance learner flexibility/choice in course selection, scheduling and delivery modality.

**Priority 3: Create a culture of innovation and collaboration that ensures exceptional learning experiences**

Embracing the concept of a "learning organization," Algonquin College will foster an environment in which the co-creation of ideas and the importance of a sense of belonging for both learners and employees are highly valued. Academic teams will be challenged to continually grow in their academic pursuits (e.g., curriculum development, research and other scholarly activities) and their essential role as guides to the learning of skills, knowledge and abilities central to a polytechnic education.

Objectives:

1. Engage the College community in continuous professional development.
2. Support faculty in maintaining and enhancing their subject matter and teaching expertise.
3. Provide an environment in which scholarly activities flourish and are sustained.



MESSAGES FROM THE PRESIDENT AND CEO & THE CHAIR, BOARD OF GOVERNORS



Throughout the past year, Algonquin College has been committed to growth, academic excellence, inclusivity and our ongoing journey toward Indigenous reconciliation, even amidst the challenges brought in the aftermath of the pandemic. We have remained steadfast on achieving our core strategic and business objectives: delivering personalized learning experiences, fostering an innovative culture and cultivating inclusive environments, thereby ensuring our institution's resilience in a dynamic post-secondary landscape.

In the last quarter of the fiscal year, the post-secondary sector faced seismic changes as international student study permits were capped across the country. This prompted the leadership team to commence a thorough review of our approach to international recruitment — and overall strategic enrolment — with a view to navigate these changes effectively.

As we navigate the challenges and opportunities that lie ahead, we are proud of the accomplishments of the past year. Thanks to our dedicated team of faculty, support and administrative employees, we continue to shape the future of Algonquin College and uphold its legacy of supporting our learners to thrive in an evolving world.

Sincerely,

Claude Brulé, President and CEO



It has been a distinct honour to serve as the chair of the Board of Governors this past year. It has, indeed, been a year of significant change for the board. We said goodbye to four long-serving external board members and four internal members. As a result, we welcomed a whole new complement of rookie governors. The year was spent providing a series of orientation sessions to introduce our new members to the various College departments and the fiduciary responsibilities of board membership.

I am happy to report that mid-year, the board was able to renew the contract for our President and CEO, Claude Brulé. Claude has provided invaluable leadership for the past four years through some serious challenges which included a worldwide pandemic and serious financial constraint on every front. We are confident that he will continue to provide wise leadership as we face an increasingly complex post-secondary landscape and begin our journey toward a new strategic plan for the College.

The Board of Governors is comprised of individuals who come from all walks of life and professional backgrounds. We are committed to providing sound governance oversight to support the dedicated employees and students who make Algonquin College such a rich and welcoming learning environment.

Sincerely,

James G. McCracken, Chair, Board of Governors

Scorecard

2022-2025 Metric	5-Year Average	2023-2024 Target	2023-2024 Actual (as at April 2024)	2024-2025 Target	2025-2026 Target	Owner
<b>GOAL 1: Provide flexible, personalized and lifelong learner experiences</b>						
Full-Time Enrolment: Domestic	34,284	33,747	33,552	34,478	33,444	Academic
Full-Time Enrolment: International	8,621	13,688	17,076	20,444	20,677	Academic
Full-Time Enrolment: Total	42,905	47,435	50,628	54,922	54,111	Academic
Learner Satisfaction	78.8%	78.4%	78.9%	79.1%	79.3%	Academic & Student Services
Graduation Rate	67.6%	67.3%	66.2%	66.6%	TBA <sup>1</sup>	Academic
Strategic Partnerships	5	7	7	8	8	Advancement & Strategy
Net Operating Revenue	6.9%	5.2%	9.9%	9.2%	5.2%	Finance & Administration
Return on Net Assets	5.5%	2.1%	20.0%	9.4%	(6.3%)	Finance & Administration
<b>GOAL 2: Empower our people to foster a high-quality, innovative, learner-driven culture</b>						
Quality Assurance Audit Affirmations and Recommendations	N/A	100% completed	100% completed	100% completed	100% completed	Academic
Employee Engagement Score	62.2%	69.0%	72.4%	N/A <sup>2</sup>	72.0%	Human Resources
<b>GOAL 3: Create an equitable, diverse and inclusive work environment</b>						
Departmental Support for Diversity	81.2%	81.5%	81.2%	N/A <sup>2</sup>	82.0%	Human Resources
Flexible Work Arrangement Adoption	N/A	35.0%	38.2%	40.0%	40.0%	Human Resources

<sup>1</sup> To be announced. Not available at time of publication.

<sup>2</sup> Not measured in specific year.

2024-2024 INITIATIVES: PROGRESS, OUTCOMES AND ACCOMPLISHMENTS

**GOAL 1: EXCEPTIONAL LEARNER EXPERIENCES**

**Master Campus Development Plan**

The Master Campus Development Plan (MCDP) is a five-year road map within a 10-year vision that will guide future development decisions for the Ottawa, Pembroke and Perth campuses, ensuring the College can dynamically respond to changing conditions and continue to meet our learner and industry needs. In alignment with surrounding municipal strategic and official plans, the MCDP fits within the framework of the College’s Strategic Enrolment Management Plan and the Integrated College Development Planning Framework Principles. The MCDP will provide guidance on how resources should be used to develop sustainable campuses designed for excellence, as well as contemporary learning and working environments for students, faculty, employees and community partners.

The MCDP will provide the required facilities to support learners and employees over the next decade; integrate College campuses with the surrounding communities; address anticipated enrolment growth; and recommend mitigations on the College’s deferred maintenance liability. This will be achieved by balancing the needs of additional specialized academic spaces while ensuring current facilities are safe, sustainable and vibrant assets for the College community.

During 2023-2024, the MCDP Working Group began to engage key campus stakeholders, including the Board of Governors, Indigenous groups, students and senior management to explore the future of Algonquin College campuses, shared ideas for improvement and documented space requirements. As the team collected and analyzed campus data, including enrolment projections, space utilization and architectural drawings, priority opportunities have been identified and proposed as potential “big moves” for the three campuses.

The upcoming year will see the finalizing of a list of short and long-term projects and illustrate the proposed building designs and layouts. The working group will engage the College community and external stakeholders and respond to their feedback.

The MCDP will be presented to the Board of Governors in February 2025 for approval.

**College Strategic Plan**

With the current Algonquin College Strategic Plan concluding in 2025, the College has embarked on the development of a new strategic plan that is intended to provide a bold vision and direction for the College in a time of challenging environmental factors and increasing competition. This initiative gives the College an opportunity to strategically position the institution with clarity and situate the College for future success.

The upcoming strategic plan will have a duration of five years and will be aspirational in nature. High-level, strategic directions are to be identified in the form of outcomes, priorities or objectives, which will be broken down into specific milestone achievements that, if realized, will advance the institution’s strategic objectives. Primary organizational measures will be identified and tied to strategic objectives to assess and demonstrate progress.

The preparatory work for the development of the Algonquin College Strategic Plan 2025-2030 started in March 2024 with the goal of presenting the plan to the Board of Governors for approval in June 2025. In consultation with the Board of Governors and the Algonquin College Executive Team, a strategic planning framework was developed to detail the approach that will be used to guide the project in its entirety.

The delivery of this initiative will be driven by a Strategic Plan Working Group, made up of faculty, employees, students, academic leadership and project support. A Strategic Plan Steering Committee made up of the president and vice presidents will provide direction and oversight to the Working Group throughout the project. Nous Group has been selected as a professional services partner to support the Working Group with consultation, facilitation, research and strategic insights.

Stakeholder engagement findings will be shared back to the Algonquin College community and will provide a strong base to draft a strategic plan that speaks on behalf of the College, its learners, its people and its communities. Public consultation sessions will be held to provide feedback on the draft strategic plan to help validate its content and improve the final plan to be considered by the Board of Governors.

**Strategic Enrolment Management**

As part of the 2023-2028 Strategic Enrolment Management (SEM) Plan, the Strategic Enrolment Steering Committee (SESC) identified five SEM pillars to help guide the discussion and strategy. The first three served as the backbone for the 2023-2024 SEM initiatives, whereas the other two are planned for additions to subsequent SEM plans.

This includes:

1. Domestic Student Enrolment
2. International Student Enrolment (includes our Public College-Private Partnership (PCPP))
3. Retention
4. Professional and Part-Time Learning (to be added to the 2024-2029 SEM plan)
5. Apprenticeship (to be added to the 2025-2030 SEM plan)

The overall strategic SEM goals for 2023-2024 were:

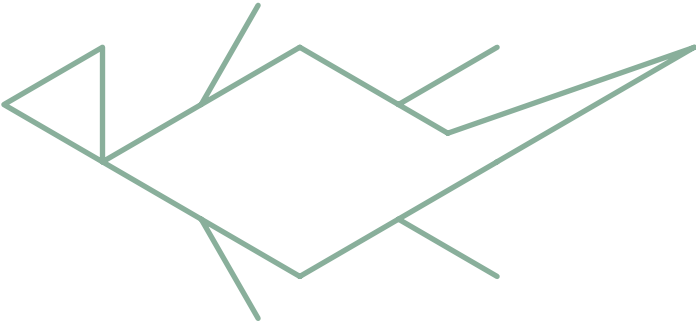
1. Increasing domestic enrolment at the four campuses by 0.5 per cent to 34,075.
2. Increasing international enrolment at the four campuses by 20 per cent to 12,641.
3. Increasing international enrolment at our PCPP partners to 2,296.

To accomplish these strategic goals, several initiatives related to the SEM pillars were identified as part of the planning process for the development of the 2023-2028 version of the SEM plan.

Major milestones achieved as part of this plan include:

- The launch of a chatbot for the International Education Centre to help address the high volume of routine inquiries, streamline processes, improve productivity, improve the overall client/learner experience and grow enrolment while improving net contribution.
- The delivery of customized intercultural training for faculty in programs with high international enrolment.
- Increasing the overall program retention rates in five programs that were identified as having higher attrition rates amongst Level 1 students.
- Increasing student participation and satisfaction in AC Day 1 activities.
- Completing a competitive scan and internal process audit for the domestic application process to identify opportunities for improvement.

Through the collective efforts of not only the SESC, but of the greater College community at all four campuses, the 2023-2024 domestic and international enrolment targets have been achieved and surpassed.



**Industry and Community Partnerships**

Algonquin College's Advancement & Strategy division introduced a Strategic Partnership Framework, revolutionizing its approach to industry collaborations and student development amidst a fast-changing technological and employment scene. This cross-College forward-thinking initiative stands out by integrating industry demands, community engagement, academic insights and student ambitions. It aims to enhance partnerships, encourage inter-departmental cooperation and elevate the College's global standing through joint ventures.

The evolution and stewardship of College partnerships stands at the forefront of the College's strategic goals, playing a pivotal role in shaping the holistic experiences of learners. By fortifying these partnerships through a comprehensive strategy, Algonquin College is investing in an ecosystem that directly impacts learner journeys from the classroom to lifelong success.

Establishing new strategic partners is key to the College's strategic goals, significantly affecting the overall experience. The College continued strong partnerships with PCL Construction Ltd., Nokia Canada and TD Financial Group to support a path to reconciliation and a transmission of Indigenous knowledge. Students continue to access the College's world-class Optophotonics Lab thanks to the generous partnership with Ciena, and a memorandum of understanding was signed with CAE to create the Cold War virtual exhibit for the Canadian Aviation and Space Museum and further support technical innovation, learning and skills development at the College.

Notable milestones and progress include: securing \$800,000 in funding for the Skills for Success program; leading the 2023 College Equipment and Renewal Fund (CERF) funding application, which secured \$350,000 from the provincial government and \$24,000 from a third-party cash contribution; successfully partnering with Babcock Canada to secure \$25,000 for the next five years to support Indigenous students; including Algonquin College in CAE's SkyAlyne Future Aircrew Training (FAcT) program Industrial and Technological Benefits (ITB) project; securing \$50,000 from CAE for the Canadian Aviation and Space Museum of Canada's new Cold War virtual exhibit; and successfully negotiating the signing of a memorandum of understanding with CAE Canada, creating the College's newest strategic partnership.

**Financial Sustainability**

In 2023-2024, Algonquin College advanced two initiatives which will provide important input on the development of systems for continued monitoring, analysis and decision-making. These initiatives are the Portfolio Analysis Initiative and the Value for Money Benchmarking Audit.

The Portfolio Analysis Initiative assessed the financial performance of commercial and academic activities. Outcomes from the initiative thus far have been increased transparency of operations and financial performance; highlighting possible areas for improvement to cost centre structures; starting ongoing conversations for all project stakeholders to learn more about the College financial structure; and the development of a visual tool for the quantitative assessment of cross-subsidization between activities. Ultimately, for learners, the initiative will result in improved quality of learning with more investment in learning and support resources, environments, technology and equipment. Employees are expected to experience an improvement in capacity challenges resulting from the College focusing on operating targeted, strategically aligned projects, initiatives, programs and activities.

As a component of a review of the College's budget model and associated policies, the College undertook a Value for Money Benchmarking Audit, with the goal of ensuring efficiency in resource allocation for operations and capital investments. The audit is a pilot project with a focus on two service departments — Risk Management and Finance and Administrative Services. The outcome of this initiative is to support the efficient, effective and economical use of resources to achieve the College's strategic objectives and assess whether it is obtaining the best possible value for the resources invested in service areas. The audit will provide data to support College decision-makers to make informed choices about resource allocation, identify areas of inefficiency and improve overall departmental and organizational performance into the future. For the audit, five peer institutions were selected as comparators by the College based on characteristics such as student population and proximity. The final report will identify a number of potential opportunities to improve the overall use of College resources. Assessment and implementation of the recommendations will begin in the 2024-2025 fiscal year.

Establishing new strategic partners is key to the College's strategic goals, significantly impacting learners' overall experience

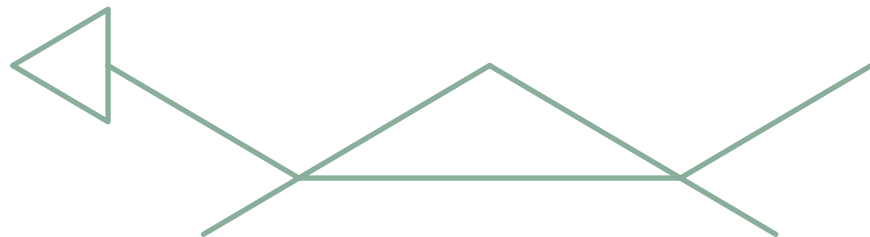
**GOAL 2: EMPOWERED PEOPLE**

**R3: Student Information System**

Through the R3 Project, Algonquin College continues to implement a new student information system (SIS). Concurrently, the project is modernizing foundational technology. For example, R3 will redesign how the SIS shares data with many integrated systems, such as the Ontario College Application Service (OCAS), thereby improving the speed and quality of data exchange. Replacing the legacy SIS also provides the opportunity to rethink, redesign and reimagine more than 100 interconnected business processes to improve the digital experience for both learners and employees.

One key objective of the R3 Project is to support learner success through a student portal that provides personalized, up-to-date information and communication. Applicants will have greater transparency on where they are in the application process and what steps they may need to undertake. Learners will have timely, personalized information on their progress through their program. The portal will also identify any outstanding credential requirements.

Substantial progress has been made in the 2023-2024 academic year. To date, 960 learners have participated in change management consultations to learn about the project and provide input on how best to support our diverse learner community through change. The R3 Project is a College-wide transformation supported by an implementation committee and working groups with more than 150 members. The Change Champion Network, comprised of key employees from across the College's business areas, cascade pertinent project information to their teams. Regular engagement with College employees has increased substantially, with more than 690 employees participating in eight College-wide events featuring live demos and highlighting the benefits of the project.





In the upcoming year, the R3 Project will continue through the design and develop phase, with testing occurring throughout. Subsequently, the initiative will enter an extensive technical testing phase that includes systems integration with the SIS. Finally, employees will engage in user testing. During this last phase both learners and employees will receive training and support resources.

**Strategic Workforce Planning**

The Strategic Workforce Planning initiative is designed to ensure Algonquin College has the right people with the right capabilities at the right time to execute on strategic and operational objectives. This capability will enable the College to efficiently and effectively access and allocate talent, translating into better employee and student experiences, increased ability to meet surges in enrolment demand and increased efficiency in managing headcount surplus and deficits across academic areas and operational departments.

The Strategic Workforce Planning Project has implemented year one of its multi-year plan which includes a focus on position management, enhancements to analytics and reporting capabilities and implementation of pilots to develop and test key processes. A workgroup made up of stakeholders across the College provided oversight on the implementation of the workforce planning initiative. A separate cross-functional core team led implementation on the different streams of the project.

The project has been successful in generating more than 70 key lessons learned that will be factored in to improve processes, tools and templates to enhance workforce planning at the College. The learning from the implementation of the pilots has improved the College’s capability to monitor and control positions, as well as increase the level of understanding to develop multi-year workforce plans using talent supply and demand dashboards. The College also improved knowledge of forecasting future skills, engaging employees by self-assessing their proficiency levels and enabling a talent development process that is employee-driven, team leader-enabled and College supported.

In 2024-2025, the project will continue to pilot workforce planning processes in five new areas of the College, with a focus on continuous process improvement and factoring in the lessons learned from the previous year. The project team will design and develop training for people leaders, adopt position management framework guidelines and enhance understanding of workforce planning analytics. Further, the initiative will seek to increase the College’s abilities to assess skills and adopt talent development processes to drive employee growth.



College community members and children from the Ottawa Campus Early Learning Centre watch Indigenous singer and drummer David Charette perform during the National Day for Truth and Reconciliation ceremony.

**GOAL 3: INCLUSIVE CAMPUS**

**Advancing Truth and Reconciliation**

The College continues to advance its commitment to Truth and Reconciliation through Indigenization initiatives with the Indigenous Education Council. These initiatives aim to elevate the College and academic experience for Indigenous students, further relationships with Indigenous communities, support the revitalization of Indigenous languages and enhance the sharing of Indigenous knowledge and teachings with learners and employees.

Three priorities have been identified through student focus groups with respect to the top issues identified by Indigenous learners for action: supporting students experiencing stress and anxiety, offering financial and housing supports and offering academic support. Activities that address objectives for each of these top issues have been implemented, including cultural teaching events linked to mental health, workshops on accessing bursaries, managing emergency housing for Indigenous students in crisis and hosting events to support academic success.

This year, the Indigenous pedagogy and curriculum consultants in Learning and Teaching Services advanced reconciliation through Indigenous education, with a vision towards weaving Indigenous knowledge, pedagogies and wise practices into the fabric of Algonquin College’s academic curricula. A partnership with Humber College helped grow the knowledge base of hundreds of faculty members and non-academic employees through the continuation of the first Indigenous Teaching and Learning Bundle

(All Our Relations), the launch of a second bundle (We Are All Treaty People) and an interactive timeline of colonization in Ontario. Collaborative endeavours with the Applied Research department sparked important dialogues on Indigenous research ethics for the Research Ethics Board, and leadership within the Critical Pedagogy Advisory Group continues to generate opportunities for enhancing innovation and inclusion in College classrooms.

Working closely with other academic institutions generated new Indigenous-focused courses and programs, furthered involvement by local Indigenous communities and individuals, expanded Indigenous-created resources within curricula and in-library holdings and embedded further Indigenous learning outcomes in courses and programs. Professional development offerings also grew, responding to faculty requests for insight into Indigenous approaches to pedagogy, cultural safety in the classroom, Indigenous student experiences, artificial intelligence and evaluation and assessment.

Learning and Teaching Services will continue to focus on integrating Indigenous Ways of Knowing into curricula by focusing on high-impact programs identified in the Truth and Reconciliation Commission of Canada’s Calls to Action. The development of new and expanded training and professional development opportunities for faculty from across the College will remain a priority through workshops, Indigenous Learning Bundles, land-based learning opportunities and larger College events.

**The College continues to advance its commitment to Truth and Reconciliation through Indigenization initiatives with the Indigenous Education Council**

**Inclusion, Diversity, Equity & Accessibility**

During 2023-2024 the Inclusion, Diversity, Equity & Accessibility (IDEA) team shared results from the College's first employment equity survey, completed by more than 2,700 employees and exceeding the 80 per cent targeted response rate. Insights from the College's Workforce Diversity Report served as a critical input into the employment equity strategy, which included a focus on building awareness and driving talent attraction and retention strategies.

The IDEA team also launched the 2023-2026 IDEA Blueprint, a three-year plan furthering inclusion, diversity, equity and accessibility principles in the College work environment. The IDEA Blueprint lays out three areas of strategic focus with clear tactics and success indicators: capacity building, robust conversations and workforce recruitment.

The launch of the Affinity Group Conversation Circle pilot project resulted in the creation of six affinity groups: 2SLGBTQ+ Community, Indigenous Identities, Racialized Identities, Women, People with Disabilities and an Allyship Conversation Circle. Affinity groups provide a safe space for employees belonging to equity deserving groups to create community, build common ground and engage in networking to foster a greater sense of belonging.

During the year the IDEA team delivered many events focused on marginalized communities, including Black History Month, Asian Heritage Month, Capital Pride, National Day for Truth and Reconciliation, Islamic Heritage Month and the International Day of Persons with Disabilities. As part of the training strategy, the Introduction to Inclusion and Diversity at Algonquin College digital learning course was updated to provide employees with foundational knowledge and opportunities to better understand terminology and concepts related to IDEA. New programs centred on managing anti-racism and responding to racism in front-line interactions will launch in 2024-2025.

Elevation of accessibility through implementation of our 2022-2026 Multi-Year Accessibility Plan guided an investment in on-campus accessibility through the creation of additional all-inclusive and universal washroom facilities, as well as the first deliberately designed and constructed all-gender washrooms in College-owned facilities.

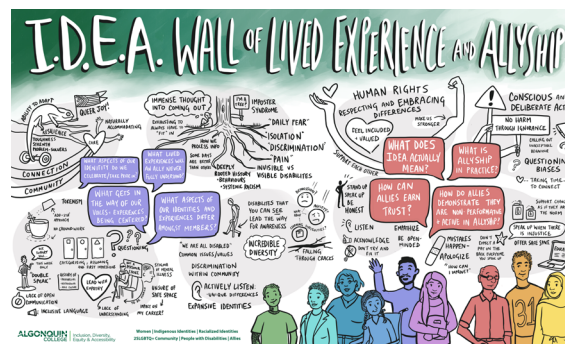
Insights from the **College's Workforce Diversity Report** served as a **critical input** into the **employment equity strategy**



More than 3,700 attendees registered for the November 2023 Open House, with information about programs, support services and student life on display for future learners.



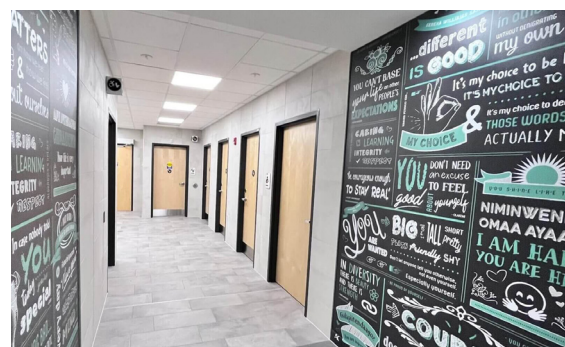
Algonquin College President and CEO Claude Brulé, University of Ottawa Heart Institute Foundation President Lianne Laing, City of Ottawa Mayor Mark Sutcliffe and students from the School of Health Studies marked Heart Month at the Ottawa Campus.



The Wall of Lived Experience is a sample of anonymously submitted lived experience statements from Algonquin College employees who identify as belonging to equity-deserving groups. *Illustration by Laura Hanek of Swoop Media*



First, second and third place winners of the August In-Class Projects Showcase celebrated with faculty and employees from the Experiential Learning & Innovation and Applied Research departments.



Wall art installations affirm feelings of belonging, body positivity and body diversity for all users of universal washroom facilities.



Community members from Algonquin College and the Algonquin Students' Association came together to march in the Capital Pride Parade.

## Convocation 2023

Each year the Algonquin College community comes together to honour and celebrate the graduating class from the Ottawa, Pembroke, Perth and AC Online campuses. The convocation ceremonies are an opportunity to recognize the outstanding achievements of College graduates, showcasing their commitment to academic achievement and the pursuit of excellence. The College is proud to welcome a new group of alumni as they realize their academic goals and transition to the next exciting phase of their careers.

The College was privileged to announce the six exceptional community leaders who received honorary degrees at Spring 2023 Convocation. As leaders in their respective fields, these individuals have made a significant impact within their communities and the College was honoured to recognize their remarkable achievements.

Honorary degree recipients:

- **John Stewart**, former Chair, Perth Heritage Commission
- **Wendy Jocko**, former Chief, Algonquins of Pikwàkanagàn First Nation
- **Mark Barnes**, Owner, Respect Rx Pharmacy
- **Deirdre Freiheit**, President and CEO, Shepherds of Good Hope and Shepherds of Good Hope Foundation
- **Elizabeth Manley**, Olympic silver medalist, mental health advocate
- **James Taggart**, Chair, Taggart Group

In 2023 the College made the decision to host convocation on an annual basis, choosing to celebrate all graduates in the spring ceremonies rather than holding an additional smaller ceremony in the fall. Focusing on the spring convocation ceremonies will allow the College to celebrate the achievements of all graduates in one exceptional annual event.



**Top** – Graduates proudly display their diplomas following a convocation ceremony in June 2023.

**Left** – President Brulé waits to greet graduate Randy Blue Kakegamick, a member of the SpiritWolf Singers who open each convocation ceremony.

## Awards and Achievements

Algonquin College is proud of the many accomplishments learners and employees have achieved over the 2023-2024 academic year. These awards acknowledge the hard work and dedication of learners and employees as they strive for academic excellence and make a positive impact to those around them.

Internally, the College recognized community members with the Student Changemaker Award, Employee Awards and President's Star. The Algonquin College Board of Governors' Student Changemaker Award recognizes the remarkable accomplishments of learners, either individually or as a group.

This year's recipients include:

- Learners from the Business – Marketing program for a project on promoting the art of a young man living with Down syndrome.
- Learners making up the Smart Tenant team who won top prize at two consecutive RE/ACTION Showcases.
- Learners from the Project Management graduate certificate program for their development of the new Algonquin College Project Management Club.
- Learners from the Dental Hygiene advanced diploma program for their efforts in the sixth annual Heart of the Matter event.
- New this year was the presentation of the first Employee Changemaker Award to Cheryl Hardwick, professor in the Pre-service Firefighter Education and Training program.

Externally, community members received awards from the Colleges and Institutes Canada (CICan) Awards of Excellence, CICan ImpAct-Climate Challenge, EWO and CEWIL Canada's Co-op Student of the Year Award and the Scotiabank Vanier College | National Marketing Case Competition.

Highlights include:

- In April 2023, College professor and program coordinator Kathryn Reilander was awarded gold in the CICan Leadership Excellence Award for Non-Managerial Staff category.
- The College was recognized again by CICan later in the year when it was named the winner of the ImpAct-Climate Challenge, honouring two student climate leaders with \$1,500 bursaries.
- In March 2024, a team of three learners from the School of Business and Hospitality won second place in the annual Scotiabank Vanier College | National Marketing Case Competition.
- Also in March 2024, recent graduate Jayde Medland was announced the first Algonquin College winner of the Co-op Student of the Year Award by both Experiential & Work-Integrated Learning Ontario (EWO) and Co-operative Education and Work-Integrated Learning (CEWIL) Canada.



Cheryl Hardwick was the first recipient of the Employee Changemaker Award for going above and beyond in her efforts to further student success.

## New Programs

Algonquin College continues to update its programming to match the needs of industry partners and learners. The 2023-2024 academic year saw 15 new programs added to the College's offerings, providing learners with an even greater choice for an innovative and in-demand education.

Program Title	Credential	Campus	Type	Delivery Term
Cloud Development and Operations	Ontario College Graduate Certificate	Ottawa	New	Fall 2023
Cloud Development and Operations	Ontario College Graduate Certificate	AC Online	New	Fall 2023
Business Development and Sales	Ontario College Graduate Certificate	Ottawa	New	Fall 2023
Computer Programming and Analysis	Ontario College Advanced Diploma	Ottawa	New	Fall 2023
Science and Technology Foundations	Ontario College Certificate	Ottawa	New	Fall 2023
Bachelor of Commerce (Marketing) (Honours)	Bachelor's Degree	Ottawa	New	Fall 2023
Bachelor of Commerce (Strategic Human Resources Management) (Honours)	Bachelor's Degree	Ottawa	New	Fall 2023
Bachelor of Event, Sport and Entertainment Management (Honours)	Bachelor's Degree	Ottawa	New	Fall 2023
Photography – Content Creation	Ontario College Diploma	Ottawa	Title Change	Fall 2023
Building Information Modeling – Lifecycle Management Canadian Context	Ontario College Graduate Certificate	Ottawa	New	Fall 2023
Web Development and Internet Applications	Ontario College Diploma	AC Online	Additional Offering	Fall 2023
Sommelier	College Certificate	Ottawa	New	Fall 2023
Supportive Care Assistant	College Certificate (Microcredential)	AC Online	New	Fall 2023
Business – Marketing	Ontario College Diploma	Mississauga	Additional Offering	Winter 2024
Marketing Management	Ontario College Graduate Certificate	Mississauga	Additional Offering	Winter 2024

## Alumni of Distinction Awards

Algonquin College's 2023 Alumni of Distinction Awards honoured the remarkable lives and careers of 10 prominent graduates and one top employer. Each alumni's notable contribution to their community, industry and society serves as a continuous testament to the impact of the Algonquin College community.

The Alumni of Distinction Awards is an annual event that serves as a time to reflect on the incredible people who pass through the halls of Algonquin College's campuses. The recipients share a common bond as graduates of the College and serve as examples for all learners to follow. Their continued work has helped to spread the College values of Caring, Learning, Integrity and Respect throughout Canada and beyond.

2023 Alumni of Distinction Awards recipients:

- **Alumna of the Year Award**  
Michèle Boudria, President and CEO of McDonald's Canada
- **Apprenticeship Award**  
Imrun Texeira, founder of Wanderlust

- **Brian Fraser Recent Graduate Award**  
Alycia Lameboy-Dixon  
Justice Projects Officer
- **Business Award**  
James Hallett, former executive chair  
KAR Global
- **Changing Lives Award**  
Adam Joiner, CEO, BGC Ottawa
- **Community Services Award**  
Rachael Wilson, CEO Ottawa Food Bank
- **Creative Arts and Design Award**  
Eric "eepmon" Chan,  
founder EEPMON Inc.
- **Employer of the Year**  
Nokia Canada
- **Health Sciences Award**  
Suzanne Madore, Executive Vice  
President, Chief Clinical Officer and Chief  
Nursing Officer at the Ottawa Hospital
- **Rena Bowen Volunteer  
of the Year Award**  
Nathalie Maione, co-founder  
Helping with Furniture
- **Technology Award**  
Niel Harper, award-winning  
digital trust executive



Recipients of the 2023 Alumni of Distinction Awards were celebrated at a special awards night, honouring their accomplishments and contributions to their local communities.

Algonquin College is proud of the many accomplishments of its learners and alumni

APPENDICES

## Financial Report

### YEAR ENDED MARCH 31, 2024

The audited Consolidated Financial Statements are made available on the College website at [algonquincollege.com/reports](http://algonquincollege.com/reports).

Revenue	
Grants and reimbursements	\$ 113,620
Student tuition fees	217,917
Contract educational services	67,855
Campus Services	33,265
Other	36,484
Amortization of deferred capital contributions	7,470
<b>TOTAL REVENUES</b>	<b>\$ 476,611</b>

Expenses	
Salaries and benefits	\$ 255,973
Building maintenance and utilities	19,755
Instructional supplies and equipment	7,611
Bursaries and other student aid	7,128
Interest	2,408
Amortization of long-term prepaid — Students' Association	110
Amortization and write-down of capital assets	18,704
Campus Services	23,788
Information technology, software and licenses	15,401
Other	30,988
<b>SUBTOTAL</b>	<b>\$ 439,999</b>
Changes in vacation, sick leave and post-employment benefits liabilities	1,626
<b>TOTAL EXPENSES</b>	<b>\$ 441,625</b>
(Deficiency)/Excess of revenue over expenses	34,986

Figures presented in '000s

## Board Members and Senior Management

### Across Ontario, nominees are put forward to the Ministry of Colleges and Universities based on a skills matrix and assessment

As of October 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 — SEPT. 1, 2023, TO AUG. 31, 2024

Name	Board Position(s)	First Elected	Maximum Term of Service
<b>Chair</b>			
McCracken, Jamie	Board Chair/ Member of all Committees of the Board	Sept. 1, 2019	Aug. 31, 2025
<b>Vice Chair</b>			
Tudor, Stephen	Board Vice Chair, Chair, Governance Committee, Member, Audit & Risk Management Committee	Aug. 29, 2019	Aug. 31, 2024
<b>President</b>			
Brulé, Claude	Member of all Committees of the Board	Aug. 12, 2019	
<b>Committee Chairs</b>			
Darwin, Jeff	Chair, Audit & Risk Management Committee	Sept. 1, 2018	Aug. 31, 2024
Tudor, Stephen	Board Vice Chair, Chair, Governance Committee, Member, Audit & Risk Management Committee	Aug. 29, 2019	Aug. 31, 2024
Wilson, Rodney	Chair, Academic & Student Affairs Committee, Member, Audit & Risk Management Committee	Oct. 22, 2020	Aug. 31, 2026
<b>Committee Vice Chairs</b>			
Berard, Gabrielle	Vice Chair, Academic & Student Affairs Committee, Member, Governance Committee	Sept. 1, 2021	Aug. 31, 2024
Pollard, Tony	Vice Chair, Governance Committee, Member, Academic & Student Affairs Committee	Sept. 1, 2022	Aug. 31, 2028

**BOARD OF GOVERNORS — SEPT. 1, 2023, TO AUG. 31, 2024 (CONT'D)**

Name	Board Positions	First Elected	Maximum Term of Service
<b>External Governors</b>			
Bellows, Michele	Member, Governance Committee	Sept. 1, 2023	Aug. 31, 2029
Buckley, Tanya	Member, Audit & Risk Management Committee	Sept. 1, 2023	Aug. 31, 2029
Denis, Shaun	Member, Audit & Risk Management Committee	Sept. 29, 2022	Aug. 31, 2025
Rudra, Bharat	Member, Academic & Student Affairs Committee	Sept. 1, 2023	Aug. 31, 2029
<b>Internal Governors</b>			
Al-monaifi, Wadhah	Support Staff Representative/ Member, Governance Committee	Sept. 1, 2023	Aug. 31, 2029
Fortey, Julia	Administrative Staff Representative/ Member, Governance Committee	Feb. 26, 2024	Aug. 31, 2026
Harvey, Robert	Academic Staff Representative/ Member, Academic & Student Affairs Committee	Oct. 26, 2023	Aug. 31, 2024
Wong-Dearing, Brandon	Student Representative/ Member, Academic & Student Affairs Committee	Sept. 1, 2023	Aug. 31, 2024

**EXECUTIVE TEAM — 2023-2024**

Name	Titles/Department
Brulé, Claude	President & Chief Executive Officer
Janzen, Christopher	Senior Vice President, Academic
McCutcheon, Diane	Vice President, Human Resources
McNair, Duane	Vice President, Finance and Administration
Savenkoff, Mark	Vice President, Advancement and Strategy
Stanbra, Laura	Vice President, Student Services
McDougall, Tracy	Director, President's Office & Communications

**LEADERSHIP TEAM 2023-2024**

Name	Titles/Department
<b>Chief Officers</b>	
Do, Yen	Chief Digital Officer (Acting)
Perry, Grant	Chief Financial Officer
<b>Registrar</b>	
Marsden, Krista	Registrar (Acting)
<b>Associate Vice Presidents</b>	
Dawson, Kristine	Experiential Learning and Innovation
Devey, Patrick	Global, Online and Corporate Training
<b>Deans</b>	
Beauchamp, Julie	School of Business, Hospitality and Tourism
Cusson, Maggie	Academic Development
Hahn, Chris	Algonquin Centre for Construction Excellence and Algonquin College Heritage Institute (Perth)
Hall, Sarah	Algonquin College in the Ottawa Valley (Pembroke)
Karimi, Farbod	AC Online (Acting)
Marois, Eric	School of Advanced Technology
Ryall, Heather	School of Arts, Media and Design
Stitt-Cavanagh, Erin	School of Health Studies
Trakalo, Jane	School of Wellness, Public Safety and Community Studies
<b>Executive Directors</b>	
Leduc, Mark	Academic Operations and Planning
Southwood, Ryan	Facilities Management

**LEADERSHIP TEAM 2023-2024 (CONT'D)**

Name	Titles/Department
<b>Directors</b>	
Brownlee, Brent	Campus Services
Bridgstock, Ben	Student Support Services
Dawe, Philip	Applied Research, Innovation and Entrepreneurship
Gardner, Paul	Risk Management
Gonsalves, Scott	Strategy and Planning
Grammatikakis, Mary	Experiential Learning and Entrepreneurship
Langevin, Erin	Employee and Labour Relations
McDonell, Alanna	Marketing and Recruitment
McDougall, Tracy	President's Office and Communications
Mulvey, Ernest	International Education Centre
Pearson, Krista	R3 Project Executive Business Lead
Pollock, Lois	R3 Project Executive Technical Lead
Seguin, Mistalyn	Philanthropy
Soltis, David	People and Culture
Tenasco, Anita	Indigenous Initiatives
Woods, Emily	Financial Planning

**CHAIRS COUNCIL MEMBERSHIP 2023-2024**

Name	Titles/Department	School/Faculty
<b>Chairs</b>		
Janzen, Christopher	Senior Vice President, Academic	SVPA
Moroz, Kateryna	Senior Executive Operations Coordinator	SVPA
<b>Co-Chairs</b>		
Rintoul, Angela	Chair, Health and Community Studies	Pembroke Campus
<b>Members</b>		
Fraser, Sherryl	Chair, Design Studies	Faculty of Arts, Media & Design
Anderson, Alana	Chair, General Arts and Science and Academic Access Centre	Faculty of Arts, Media & Design
Piersma, Shirley	Chair, Media Studies	Faculty of Arts, Media & Design
Norris, Tracy	Associate Chair	Faculty of Arts, Media & Design
Upson Ferris, Heidi	Chair, Marketing & Management Studies	School of Business & Hospitality
Wu, Sandra	Chair, Financial, Accounting & Legal Studies	School of Business & Hospitality
Surman, Kerry	Chair, Operations Management	School of Business & Hospitality
Jordan, Sara	Chair (Acting), Business Administration	School of Business & Hospitality
Tarnowski, Michael	Chair, Hospitality and Tourism	School of Business & Hospitality
Haskins, Cory	Chair, Culinary Arts	School of Business & Hospitality
Tait-Eburne, Michelle	Associate Chair, Management of Part-Time Teachers (OTFT)	School of Business & Hospitality
Roberts, Emily	Associate Chair (Students)	School of Business & Hospitality
Selvey, Amandah	Chair, Architecture, Civil and Construction	Algonquin Centre of Construction Excellence
Hodds, Lorraine	Academic Chair, Electrical, Building Science & Horticulture	Algonquin Centre of Construction Excellence
Barr, Shaun	Chair, Construction Trades and Building Systems and Perth Campus	Algonquin Centre of Construction Excellence
Fortey, Julia	Associate Chair	Algonquin Centre of Construction Excellence
Germain, Dominique	Chair, Police and Public Safety Institute	School of Wellness, Public Safety & Community Studies
Jaffray, Jodi	Chair, Community Studies	School of Wellness, Public Safety & Community Studies
McCormick, Sandra	Chair, Wellness, Research and Innovation	School of Wellness, Public Safety & Community Studies
Vacant	Associate Chair	School of Wellness, Public Safety & Community Studies

**CHAIRS COUNCIL MEMBERSHIP 2023-2024 (CONT'D)**

Name	Titles/Department	School/Faculty
<b>Members</b>		
Hust, Carmen	Chair, Nursing	School of Health Studies
Budd, Trina	Chair, Health Foundations	School of Health Studies
Benbow, Paula	Chair, Allied Health	School of Health Studies
Draper, Lauren	Associate Chair	School of Health Studies
Gormley, Bobbie	Chair, Business, Technology and Outdoor Training	Pembroke Campus
Brancatelli, Sandra	Chair, Information and Communications Technology	School of Advanced Technology
Shane, Adam	Chair, Applied Science & Environmental Technology	School of Advanced Technology
Hanachi, Houman	Chair, Mechanical & Transportation Technology	School of Advanced Technology
Dallas, John	Chair, ICT — Security Systems & Networking	School of Advanced Technology
Lexmond, Jennifer	Associate Chair	School of Advanced Technology
Kraska, Micheline	Chair, Program Quality & Renewal	Academic Development
DeVries, Jessica	Chair, Academic Development	Academic Development
Horvath, Gail	Academic Manager	AC Online
Brown, Jessica	Academic Manager	AC Online
Gamble, Natalie	Academic Manager	AC Online
Symonds, Colin	Employee & Labour Relations Specialist	Labour Relations
Larwill, Sandra	Senior Manager, AIO	Academic Integrity Office
Carty, Carey	Academic Integrity Administrator	Academic Integrity Office
Troop, Megan	Academic Manager, Learning & Teaching Services	Academic Development

**Advertising and Marketing Complaints Received**

**Good Standing**

For the period April 1, 2023, to March 31, 2024, 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.

Natures of Complaint	Data Received	How Received or Addressed	Date Resolution Communicated to Student	Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

**Compliance**

The President’s Office and Public Relations and Communications department 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 and 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.



## College Academic Council Report

### Providing a means for College students and employees to offer advice to the College president

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 employees to offer advice to the College president on matters they deem important to their constituents. The College Board of Governors ensures that the structure, composition, terms of reference and procedures for the council are established by law. The College Academic Council Report 2023-2024 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](https://algonquincollege.com/reports).

### COLLEGE ACADEMIC COUNCIL MEMBERSHIP — 2023-2024

Name	Titles/Department	First Elected	Maximum Term of Service
<b>Chair</b>			
Bailey, Heather	Counsellor	October 2023	August 2024
<b>Academic Staff</b>			
Hill, Kenneth	Chair, Audit & Risk Management Committee	September 2022	August 2024
Von Moos, Elisabeth	School of Advanced Technology	September 2022	August 2024
Dore, Christopher	School of Business and Hospitality	September 2023	August 2025
Brennan, Mark	School of Business and Hospitality	January 2023	August 2025
O'Connell-Schauerte, Crystal	School of Health Studies	September 2023	August 2025
Asselin, Brian	Faculty of Arts, Media and Design	September 2022	August 2024
Anderson, Alana	General Arts and Science	September 2023	August 2025
Farquhar, Melanie	Academic Access Centre	September 2022	August 2024
Mba, Chinedu	Language Institute	September 2022	August 2024
Roots, Lisa	School of Wellness, Public Safety & Community Studies	September 2021	August 2024
Neadow, Matthew	Algonquin College in the Ottawa Valley (Pembroke Campus)	September 2023	August 2025
Bailey, Heather	Counsellor	September 2022	August 2024
Mahoney, Brenda	Librarian	January 2023	August 2025
<b>Support Staff</b>			
Auchterlonie, Pam	Applied Science and Environmental Technology	September 2023	March 2024

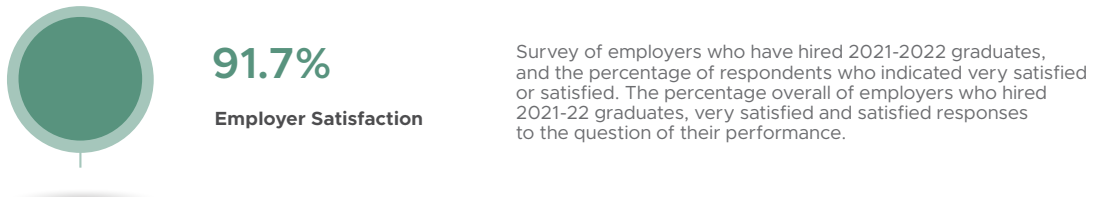
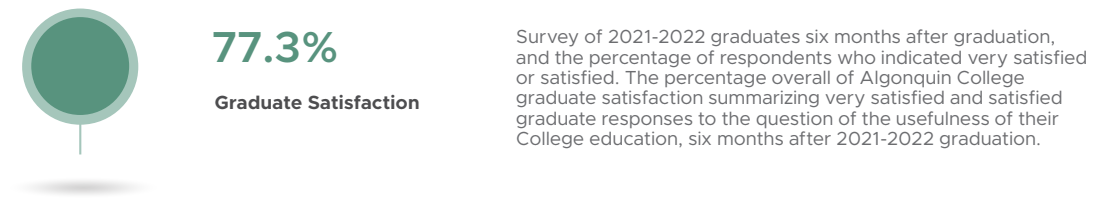
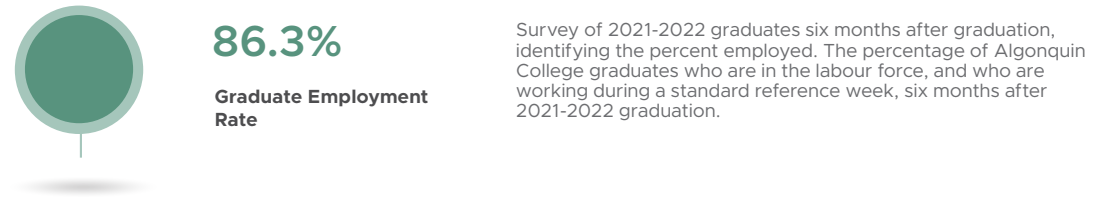
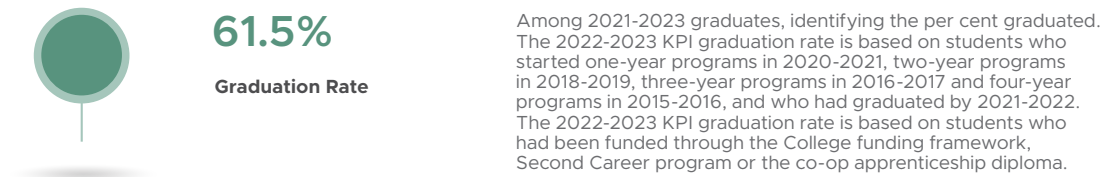
### COLLEGE ACADEMIC COUNCIL MEMBERSHIP — 2023-2024 (CONT'D)

Name	Titles/Department	First Elected	Maximum Term of Service
<b>Students</b>			
Soto Carvajal, Abigail	President, Algonquin Students' Association	September 2023	August 2025
Babu Battula, Nishanth	Director, Algonquin Students' Association	September 2023	August 2025
Vacant	Representation from students	September 2023	August 2025
<b>Learning and Teaching Services</b>			
Root, Katherine	Learning and Teaching Services	September 2023	August 2025
<b>Past Chair</b>			
Bosch, Kim	Culinary Arts	October 2023	August 2024
<b>Dean</b>			
Trakalo, Jane	School of Wellness, Public Safety & Community Studies	September 2022	August 2024
<b>Academic Chair</b>			
Anderson, Alana	General Arts and Science & Academic Access Centre	October 2023	August 2024
<b>Ex Officio Members</b>			
Janzen, Christopher	Senior Vice President, Academic	N/A	N/A
Stanbra, Laura	Vice President, Student Services	N/A	N/A
Marsden, Krista	Registrar (Acting)	N/A	N/A
Brown, Jessica	AC Online Representative	N/A	N/A
Dawson, Kristine	Associate Vice President, Experiential Learning and Innovation	N/A	N/A

## Key Performance Indicators 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 Colleges and Universities. Colleges Ontario last released a KPI Performance Report in February 2024. The summary report reflects responses from graduates of the Class of 2021-2022 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 [collegesontario.org/en/resources?category=kpi](https://collegesontario.org/en/resources?category=kpi).



## Strategic Mandate Agreement Report-back

### Strategic Mandate Agreement

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 and Jobs Outcomes

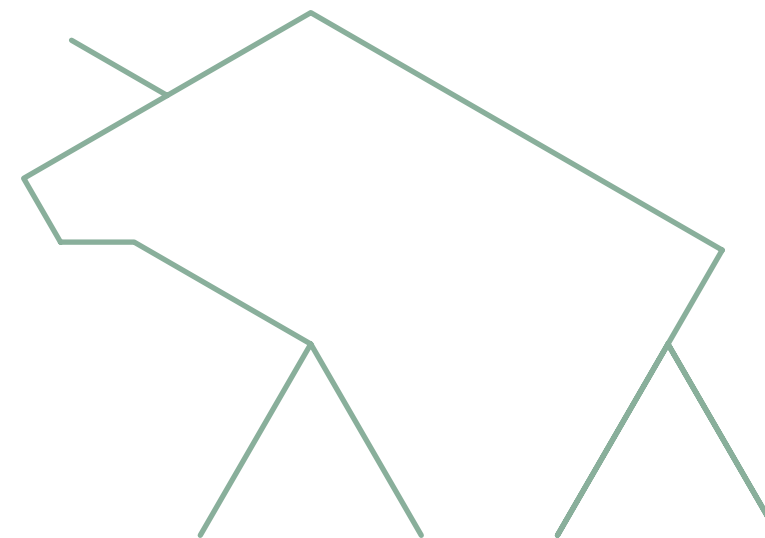
This priority area seeks to measure and evaluate the College's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential 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

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:

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



## INFORMATION

### Future Students

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

### Parents

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

### Counsellors

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

## 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](http://algonquincollege.com)

### Pembroke Campus

#### Algonquin College in the Ottawa Valley

1 College Way  
Pembroke, Ontario K8A 0C8  
613-735-4700

[algonquincollege.com/pembroke](http://algonquincollege.com/pembroke)

### Perth Campus

#### Algonquin College Heritage Institute

7 Craig Street  
Perth, Ontario K7H 1X7  
613-267-2859

[algonquincollege.com/perth](http://algonquincollege.com/perth)

### AC Online

1385 Woodroffe Avenue  
Ottawa, Ontario K2G 1V8  
613-727-4723 ext. 3330

[algonquincollege.com/online](http://algonquincollege.com/online)

 [algonquincollege](https://www.facebook.com/algonquincollege)  [@algonquincolleg](https://twitter.com/algonquincolleg)  [algonquincollege](https://www.linkedin.com/company/algonquincollege)

 [@algonquincolleg](https://www.tiktok.com/@algonquincolleg)  [algonquinvideos](https://www.youtube.com/algonquinvideos)

[algonquincollege.com](http://algonquincollege.com)

**ALGONQUIN**  
COLLEGE