JANUARY 2020

PRESIDENT’S SPECIAL REPORT

REFLECTING ON OUR PROGRESS (2018-20)
AND SETTING THE STAGE FOR THE FUTURE
“None of us, including me, ever do great things. But we can all do small things with great love, and together we can do something wonderful.”

Mother Teresa
The start of a new year and a new decade, provides an opportunity, both as a community and individually, to reflect on the contributions each of us have made to the tremendous success Algoma University continues to experience. As we enter 2020 let us continue to dream big and envision a wonderfully bold future.

It has been almost two years since the Board of Governors, Academic Senate Executive, and the Administration, through a facilitated retreat, established four strategic priorities they concurred would move the University forward:

1. Enhancing the overall student experience;
2. Increasing enrolment on all three campuses through enhanced strategic enrolment management practices;
3. Moving forward with institutional commitments to Truth and Reconciliation and the University’s Special Mission;
4. Enhanced workplace readiness and increased experiential learning opportunities for students.

All strategic priorities were intended to contribute to the overall health and sustainability of the organization, student success and the University’s Special Mission.

Although not one of the original strategic priorities, the senior executive team identified “operational excellence” as an additional area of focus in 2019-20.

The intent of the January 2020 President’s Special Report is to provide a high-level communication on progress we have made in each priority area. This will help to frame the next stage of planning and strategy development beginning with a Board Retreat in February. Once again, Senate Executive and Administration will join the Board in this facilitated planning session.

As we move into this next decade, we will use community input we have collected during the development of the Campus Master Plans (currently in draft), Economic Impact Studies, SMA3 and the Strategic Enrolment Management Strategy. These documents will provide us with what we need to move from dealing with immediate fiscal and sustainability concerns, marked by swift decision-making and rapid change, to a longer-term outlook and strategy for the organization. As we move into 2020, we will use our processes to determine next steps regarding our Academic and Research plans.

I hope you enjoy reading through this edition of the President’s Report. Words cannot express the gratitude I have for all those students, staff, faculty and community partners who have embraced this exciting period of transformation at Algoma University. The talent and collective resolve exhibited by the entire community has been outstanding.

Chi-Miigwech - thank you!

Asima Vezina, President and Vice-Chancellor, Algoma University
Priority #1: Strategic Enrolment Management

PRIMARY GOALS:
- Develop and begin implementing a SEM plan with clear strategies for achieving enrolment targets: 1450 FTE (2019/20); 1800 FTE (2020/21); 3000 FTE stretch target
- Diversify international registrations over 5 key international markets
- Expand Academic programming in Brampton - growth to 1000 FTE by 2023

KPI UPDATE:
- Short-term enrolment goals surpassed; January 7th, total enrolment for (2019-2020) 2025.6 FTE (see Figure 1.2)
- On-track to achieve goal of 3000 FTE
- Highlights:
  - Growth occurred at all three campuses (see Figure 1.1)
  - Brampton campus exceeded enrolment target of 570 FTE and is on-track to achieve the short-term goal of 1000 FTE
  - $7.2 million awarded by City of Brampton; $500K from City of Sault Ste. Marie for School of Business and Economics
  - First year domestic enrolment is up significantly (67%)
  - International enrolment is beginning to diversify. Growth in the following key markets: China, Bangladesh, Sri Lanka, Nepal, Pakistan, Nigeria
  - Academic program expansion in place for Brampton Fall 2020 (Computer Science, Psychology); Centre of Social, Economic, Cultural Innovation being developed.
  - 7 new certificates approved through Senate
  - 8 new Pathway Agreements with Sault College and Northern College

FIGURE 1.1 CAMPUS GROWTH

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>2018/19</th>
<th>2019/20</th>
<th>DIFF</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brampton</td>
<td>198.4</td>
<td>672.6</td>
<td>474.2</td>
<td>239.01%</td>
</tr>
<tr>
<td>Sault Ste. Marie</td>
<td>922.7</td>
<td>1317.8</td>
<td>395.1</td>
<td>42.82%</td>
</tr>
<tr>
<td>Timmins</td>
<td>28.4</td>
<td>35.2</td>
<td>6.8</td>
<td>23.94%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,149.50</strong></td>
<td><strong>2025.6</strong></td>
<td><strong>876.1</strong></td>
<td><strong>76.22%</strong></td>
</tr>
</tbody>
</table>

*Lac Seul First Nation and ONWAA registrations included in Sault Ste. Marie campus totals.*
EMERGING PRIORITIES:
SEM Committee: In process of reviewing progress and setting up key strategies/actions for 2020/21.

CONSIDERATIONS:
- Further academic expansion in Brampton
- Further diversification of international enrolment
- Development and delivery of online programming
- Anishinaabe enrolment growth
- Enhanced retention strategy development
- College pathway enhancements
- Program expansion in Timmins
- New potential program areas identified
Priority #2: Student Experience

PRIMARY GOALS:

• Enhance student spaces (all campuses)
• Improve overall student experience (life cycle)
• Welcoming, inclusive, safe campuses and classrooms

KPI UPDATE:

Spaces:

• Campus Master Plan includes plans for student space and classroom enhancements (March 2020)
• Anishinaabe Student Life Centre - completed
• International Student Lounge (SSM) - operating as the Globe. Architectural designs for renovation complete.
• Speak Easy (SSM) Architectural drawings underway -$1M committed by AUSU
• Brampton Student Centre - concept underway, site established
• Several new and/or renovated teaching spaces completed, underway or in planning

Support Services:

• Student life strategy developed for all campuses; being refined for Brampton Timmins
• Student Success Central operational (Fall 2018); architectural designs underway for renovation
• 268% increase in mental health and wellness referrals (Fall 2019) served by enhanced multi-disciplinary wellness team
• No current “wait list” for wellness service
• 80% of incoming students participating in orientation activities (baseline for future)
• Approx 1800 students participating in student life activities so far this year
• Sexual Violence Task Force established
• Investments in student life programming
• On-campus housing at 100% capacity
• Food security strategic plan under development

EMERGING PRIORITIES:

• Continued space enhancements
• Diversity and equity
• Student success strategy-all students
• Internationalization, Indigenization
• Cross-cultural training and teaching supports
• SKG partnership and collaboration
• Cross-training staff
• Refinement of student self-serve processes via online student portal
• Creating “braver spaces” for students on all campuses
• Improved accessibility
• Off-campus housing
• Building community connections
• Food services
• Support growth and diversification of student body
Priority #3: Special Mission

PRIMARY GOALS:

- Expanding community relations
- Deepening collaboration with internal stakeholders
  - Strengthen relationships
  - Deepen collaboration among Anishinaabe Research, Academic, Student Success and Site Significance
  - Campus-wide integration of Seven Grandfather Teachings / Special Mission
- Positioning Algoma U and its partners (SKG, CSAA) as National leaders in healing, truth and reconciliation

KPI UPDATE:

- Over 15 thousand tours since opening of Reclaiming Shingwauk Hall exhibit
- Over $1 million in associated grant funding
- 300+ delegates, 60+ organizations and 22 Presidents in attendance at Universities Canada National Building Reconciliation Forum
- $100K donation from Ted Nolan Foundation to support scholarships for First Nations women
- Numerous national, provincial, and local awards
- Canada Research Chair in Healing and Reconciliation (Tier II) awarded to Dr. Paulette Steves (500K in funding)
- SHIFT training completed by 64 SSM Police personnel
- 10+ organizations received specialized awareness training
- 600+ ADSB and HSCDSB students attend annual Education Days
- 3500+ attendees at annual Gathering at the Rapids Pow Wow
- New partnership with Peel District School Board to host Pow Wow in Brampton
- Successful hosting of annual Anishinaabe Inendamowin Research Symposium
- 6 cross-cultural courses delivered for NALMA certificate
- 3 partnership agreements signed with ONWAA
EMERGING PRIORITIES:

- Continued relationship development with SKG, SET and other key stakeholders
- Shingwauk Reunion to commemorate the 50th Anniversary of residential school closure
- Expansion of SHIFT and other awareness training offerings
- Expansion of Shingwauk Residential School Centre Archives space
- Reclaiming Shingwauk Hall - final phases

2020 | Shortlisted, Soft Power Destinations of the Year, Best Soft Power Cultural Organizations Award. Part of the Leading Culture Destinations Awards. (Award for Shingwauk Residential Schools Centre programming)

2019 | Finalist, SSMARt Innovation Award, Project of the Year. Award for Reclaiming Shingwauk Hall exhibition programming


2019 | Finalist, Governor General’s History Award for Excellence in Community Programming for “Reclaiming Shingwauk Hall” project.

2019 | Ontario Historical Society’s Indigenous History Award. Awarded to the “Reclaiming Shingwauk Hall” exhibition project team.
Priority #4: Experiential Learning (EL)

PRIMARY GOALS:

• Develop, evaluate and improve signature EL programming
• Nurture partnerships with faculty and employers to build quality and breadth of opportunity for students
• Expand quality and quantity of course-based experiential learning in all disciplines
• Development of outcomes based action plans of graduate employment, recruitment, and retention
• Establish plan for enhanced EL program delivery and support in Brampton and Timmins

KPI UPDATE:

• 5 new for-credit internship courses approved by Senate
• Over 200 students participated in new course-based EL projects with community partners
• $250,000 secured from RBC Future Launch to fund Career Link program
• 10 students received bursaries for international experiential learning
• 22% increase in Study Abroad placements since 2018
• New EL Hub in place
• 254 Introductions in new Ten Thousand Coffees networking platform
• Co-operative education now offered on the Brampton campus
• Research and Experiential Learning teams building comprehensive strategy.
• 3 new positions to better align team with strategic priorities
• Career Link and New Graduate Transition Programs in place
• Internship courses approved in Brampton for students in the School of Business and Economics
• Development of a new preparatory seminar for internship courses
• Inaugural Great Lakes International Summer Institute (July 2019)
EMERGING PRIORITIES:

- More support for faculty to develop course-based EL
- Roll out of new experiential learning matching platform
- Alignment of EL tracking with SMA3 requirements
- Strategic engagement with key external partners through projects and job development
Priority #5: Operational Excellence (New - 2019)

PRIMARY GOALS:

• Operational and procedural review to improve efficiency
• Enhance financial accountability
• Improve employee relations

KPI UPDATE:

• Database developed to enhance and maintain the university repository of personnel, legal, financial and policy documents
• 2019-20 operating plan performing above budget
• Initial academic administration reorganization implemented
• School of Business and Economics and School of Life Sciences and the Environment established
• Improved financial reporting to leadership team
• Enhanced professional development for leadership team
• Enhanced effort to resolve grievances prior to arbitration
• Increased regularity of wellness / engagement activities for employees
• Economic Impact Studies being presented to BOG (Jan 2020)

EMERGING PRIORITIES:

• Continued need to integrate and automate financial and HR systems
• Refinement and finalization of numerous operational policies and procedures
Upcoming Events

JAN 29  Bell Let’s Talk
(All Campuses)

JAN 29  Anishinaabe Students’ Lounge
Grand Opening
(SSM Campus)

JAN 30  New Year Social
(Timmins Campus)

FEB 1  Ski, S’mores and More ‘20
(SSM Campus)

FEB 7  Anishinaabe Inendamowin
Research Symposium
(SSM Campus)

FEB 7  Shoot for the Cure
(SSM Campus)

FEB 21-23  OUA Nordic Ski Championships

MARCH 7-8  Gathering at the Rapids Pow Wow