

Annual Report 2014/2015



**#1 in grad
jobs!***

*2015 KPI statistics for Ontario Colleges

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MISSION STATEMENT

MISSION

Loyalist College offers a comprehensive range of career-oriented education and training opportunities to support and enhance the economic and social development of individuals and our communities.

VISION

Loyalist will be a leading Ontario community college for applied learning, innovation, and entrepreneurship, demonstrating excellence, sustainability, and responsiveness.

VALUES

The following values guide us daily to create a caring culture focused on the success of our learners, staff and community. To support, sustain and fulfill our mission, we act with:

- Respect
- Integrity
- Transparency
- Commitment to excellence
- Innovation
- Responsibility/Accountability
- Sustainable stewardship of economic, human, and environmental resources
- Responsiveness and flexibility

BOARD OF GOVERNORS 2014-15

Brian Smith, Chair

Tamara Kleinschmidt, Past Chair

Bruce McLeod, Vice-Chair

Scott Williams, Vice-Chair

Natalie Bohnen-Twiddy

Aleesha Camp

Ross Danaher

June Hagerman

David Hatch

Sara Kelleher

Cory MacKay

David MacKinnon

Sandra Maracle

Bhavik Patel

Mary Lynn Rutledge

Jean-David (JD) Tremblay

Maureen Piercy, President and CEO

PRESIDENT'S MESSAGE

I am pleased to introduce the 2014-15 Annual Report for Loyalist College. The year marked the completion of the College's Strategic Plan spanning the period 2009-14, and the development of Loyalist 2020 – the Plan which will provide strategic directions for the next five years.

The vast majority of the goals of the previous Strategic Plan have been met or exceeded, and this Report summarizes key accomplishments of the latter part of the implementation period. In a number of areas of continuing focus, new goals will be developed as part of implementation of Loyalist 2020.

Loyalist signed the Strategic Mandate Agreement with the Ministry of Training, Colleges and Universities in April 2014. This Agreement recognizes that, *Loyalist is a regional, access-focused College supporting a "rurban" region of East-Central Ontario as the portal to postsecondary education. The College provides a comprehensive range of programs, and is a key driver of the social and economic health and prosperity of the area.*

The College is a significant partner with our communities, and the support of our region is reflected in the success of the Campaign for Loyalist, when the overall Campaign goal of \$6.0 Million was celebrated in December, 2014. In fact, donations to support the Sustainable Skills, Technology and Life Sciences Centre, programs and students, had reached \$6.3M in December, and \$6.5M by March 31, 2015. This remarkable new complex provides a hub for Skills, Technology and Science for our students, employers and communities across Eastern Ontario.

The Loyalist-Brock Collaborative Nursing Degree program earned a seven-year accreditation, for the second consecutive time, a credit to our Nursing program team and Advisory Committee.

Loyalist introduced a policy and protocol on sexual assault and sexual violence, as part of a provincial initiative, with input from our students, College community and community services.

The College website was redeveloped during the year, and launched in June 2014, highlighting the theme, "We Put You To Work". The KPI results for 2014-15

(released in April 2015), reported Loyalist with a Graduate Employment Rate of 89.3 per cent – the top result in the province for that Indicator, providing further evidence of the focus and expertise the College team brings to supporting our students and graduates' success.

This Report provides details regarding the success of the 2009-2014 Strategic Plan, and we look forward to building on these successes with new approaches in the years ahead.

A handwritten signature in black ink that reads "Maureen Piercy". The script is fluid and cursive, with the first name and last name clearly legible.

Maureen Piercy
President & CEO

2009-14 STRATEGIC PLAN REVIEW

As the College implements Loyalist 2020, the Strategic Plan for 2015-2020, the results of the previous Strategic Plan indicate that most objectives were met or exceeded. A commitment has been made to a number of areas of the Plan which are being renewed as part of the new Strategic Plan, and this will be reflected in future Annual Reports. This Report provides an overview of the Directions, Performance Indicators, and results of the 2009-14 Plan.

STRATEGIC COMMITMENTS

Academic Excellence

Loyalist College embraces a learning-centred approach in offering excellence in applied education. We provide students with an exceptional experience guided by highly-skilled employees and supported by curriculum and resources reflecting industry trends.

Service and Systems Excellence

Loyalist is committed to ensuring that all members of the Loyalist community experience the highest standards of professional support through excellent, effective services and systems delivered by knowledgeable and caring staff working collaboratively to support evidence- informed planning for continuous improvement and maximum efficiencies.

Sustainability and Capacity Building

Loyalist is committed to the effective management and stewardship of our human, economic and environmental resources, ensuring that students today and in the future can benefit from these resources.

Academic Excellence

Strategy 1.1

Relevant programs supported by rigorous quality assurance processes

Performance Indicators:

- Loyalist Program Quality Assurance (PQA) Policy and Process/Reports
- Provincial Credential Validation Service (CVS) Audit Process/Report Recommendations
- Loyalist College 18-month report

Achievements include:

- Rigorous continuous improvement PQA process ongoing
- Complete Academic Policy review complete
- Academic sector leading preparations for 2016 provincial accreditation process
- October 2014: Accreditation process – Canadian Association of Schools of Nursing Brock/Loyalist collaborative degree program – seven-year accreditation awarded

Strategy 1.2

Excellent, highly committed and skilled faculty and staff

Performance Indicators:

- Key Performance Indicators (KPI) results
- PD results
- Program Quality results

Achievements include:

- Establishment of Respect Committee/initiatives
- Support for numerous training/PD initiatives, including:
 - Threat Risk assessment
 - Violence Prevention
 - Access to credentials support
- KPI Survey results from 2014-15:
 - Grad Employment rate 89.3% vs 84% province (top result for Ontario colleges)

- Grad Satisfaction rate 83.8% vs 80% province
- Employer Satisfaction rate 83.9% vs 88.1% province
- Student Satisfaction rate 80.5% vs 76.2% province
- Graduation rate 66.7% vs 65.7% province
- 2014 Credential Studies program (30 individuals received support)
- Continued active involvement with Eastern Region College Committee on Human Resources Development (CCHRD) including representation on Support Staff PD Conference planning committee
- Sexual Assault & Sexual Violence Policy and Protocol developed
- A number of Campus safety initiatives

Strategy 1.3

Learner- and learning-centred environment and resources designed to support success

Performance Indicators:

- KPI results (see results re: Facilities [Student Satisfaction])
- Internal user evaluations

Achievements include:

- Digital Media Centre
- Full Skills Centre deployment/continuing updates
- Welcome Centre
- Continuing annual investment in academic capital/updating learning environment and resources
- 100% of programs include applied and/or work-integrated learning

Strategy 1.4

Learning-centred models of teaching excellence

Performance Indicators:

- Program Quality Assurance
- Process Outcomes/improvements

Achievements include:

- PQA continuous development cycle
- Retention pilot program outcomes

- Continuing significant resource allocation to/services provided by Centre for Teaching and Learning, and user feedback

Strategy 1.5

Skills and technology training of choice

Performance Indicators:

- Enrolment
- Training Activity
- Reputation/focus on Skills & Technology

Achievements include:

- Loyalist College representatives are members of the Quinte Economic Development Commission, Quinte Manufacturers Association, and Loyalist Training and Knowledge Centre rep. chairs the Business Retention and Expansion survey project in Quinte West
- Skills programs – new programming added + waitlists
- W. Garfield Weston Foundation pilot project with Loyalist has been highly successful, resulting in \$490K for student support, capital and teacher awareness events. The development of this initiative was based on Loyalist's reputation and the calibre of our facilities

Strategy 1.6

Quality facilities and equipment and learning technology

Performance Indicators:

- Development of proposals, facilities, equipment and planning process

Achievements include:

- Significant investment by the Student Government for renovations/new furnishings for the Student Access Computer Lab, Student Fitness Centre, Student Health Centre, and Dining Hall
- Skills, Technology and Life Sciences Centre
- Digital Media Centre
- Welcome Centre (Enrolment Services)
- Improvements in various academic areas

- Development of Student Success Hub/focus on “one-stop” collaborative and integrated approach to student services

Strategy 1.7

Committed and effective Program Advisory Committees

Performance Indicators:

- Advisory Committees active continually reviewed, and recommendations considered/implemented where feasible

Achievements include:

- Agenda structure and membership practices have been revised in alignment with Program Advisory Committee Guidelines
- Review of Advisory Committee effectiveness is formally part of the PQA process

Strategy 1.8

Proactive partnerships which create opportunities and pathways for secondary school students, mature learners through Prior Learning Assessment Recognition (PLAR), transfer credits, and university articulations

Performance Indicators:

- School-College-Work Initiative Projects, Dual Credit, Prior Learning Assessment Processes, Articulation Agreements

Achievements include:

- Optimizing School-College-Work Initiative processes: Loyalist is extremely active with two overlapping service areas
- Continuing development of PLAR
- Continuing increase in articulation agreements available to students and grads; participation in Ontario Council on Articulation and Transfer (ONCAT)
- Trent-Loyalist collaborative diploma-degree program developed and approved by Trent and Loyalist

Service and Systems Excellence

Strategy 2.1

Quality systems responding to the needs of learners, staff and programs

Performance Indicators:

- Quality systems that meet needs of organization and users

Achievements include:

- Strategic Enrolment Management Plan and College-wide implementation and outcomes
- Development of a self-service portal for students and staff

Strategy 2.2

Effective and efficient communication, marketing, recruitment and retention

Performance Indicators:

- Enrolment
- Retention
- KPI Graduation Rate

Achievements include:

- Marketing and Communications Plan established – development and full implementation continues
- Regular measurement and reporting of Marketing and Communications results as they relate to enrolment
- Fully responsive website redeveloped over a 12-month period, and launched June 2014
- Positive retention results, with continuing pilot projects and initiatives

Strategy 2.3

Flexible options to meet needs of learners and staff

Performance Indicators:

- Flexible delivery modes
- New Human Resources Information System (HRIS) implementation provides real-time user self-service model

Achievements include:

- Implementation of General Education Pilot Project
- Violence Prevention Training continues with high compliance rate
- Health and Safety Awareness training rolled out to all employees May 2014

Strategy 2.4

A wide spectrum of strategies to support success, one learner at a time

Performance Indicators:

- Retention
- Further development of effective Student Success and Academic support programs

Achievements include:

- Increased Retention rates
- Customized range of well-used effective Student Success and Academic support programs

Strategy 2.5

Multiple strategies to support organizational development; i.e. professional development

Performance Indicators:

- Participation in in-service and other PD activities

Achievements include:

- Legislated Accessibility for Ontarians with Disabilities Act (AODA) initiatives implemented and all AODA information is on website
- Accessibility Awareness Training for Educators, Universal Design for Learning (UDL) was launched
- A refreshed College Orientation was launched in August 2014, including development of Manager's Guide

Strategy 2.6

Appropriate technology to support services and processes

Performance Indicators:

- Student and staff satisfaction and our ability to meet vocational learning outcomes

Achievements include:

- Continuous development planning and renewal as resources permit

Strategy 2.7

Quality assurance and continuous improvement processes

Performance Indicators:

- Plans developed and implemented for key areas of College

Achievements include:

- Business Intelligence Project, including development of the Program Health Index and Strategic Enrolment Dashboards
- CSPA (Capital and Special Projects Systems) process and other project management systems further refined
- Merging of Facilities and IT departments for increased effectiveness and opportunities for synergies

Strategy 2.8

Collaborative solution-focused processes/partnerships proactive/mutually beneficial partnerships

Performance Indicators:

- Effective business processes that meet user needs

Achievements include:

- Procurement efforts towards collaborative opportunities continue, with OECCM (Ontario Education Collaborative Marketplace) and on other fronts
- College insurance consortium proposal call generated increased insurance coverage for colleges at lower price
- W. Garfield Weston Foundation Fellowship program - additional support of \$160K confirmed in 2014-15
- Endowed Fund for student support \$9.3M as of March 31, 2015

- Significant investment by the Student Government for renovations/new furnishings for the Student Access Lab and other projects
- Improvements to food service facilities and offerings in partnership with Aramark and the Student Government

Sustainability and Capacity Building

Strategy 3.1

Maintain our financial health to support high quality learning and service needs

Performance Indicators:

- Business Plan performance

Achievements include:

- Business Intelligence Model. Program Health Index and Strategic Enrolment processes used
- Business Plan & Budget process revised to develop 2015-16 balanced budget
- Variety of strategies used to manage/address financial challenges

Strategy 3.1.1

Balancing funding availability with developing needs

Performance Indicators:

- Business Plan development consultation and implementation/monitoring processes

Achievements include:

- See 3.1
- Close partnership with Ministry resulting in approved Strategic Mandate Agreement
- Ongoing communication with Ministry, Board, and College community with respect to financial circumstances, issues and plans

Strategy 3.1.2

Strategically optimizing opportunities for government funding and developing alternative forms of net revenue generation to support core activities through

projects such as international business, contract training, and commercialization of College research and development initiatives

Performance Indicators:

- Net revenue available to support core business

Achievements include:

- Natural Sciences and Engineering Research Council of Canada (NSERC) and Social Sciences and Humanities Research Council of Canada (SSHRC) approvals received
- Loyalist Productivity and Innovation Fund (PIF) projects completed and generating benefits for the College. Loyalist also collaborated on a number of successfully completed Ontario system projects, e.g., the Magnet initiative
- Business Intelligence Project approved for funding by Financial Health & Sustainability (FH&S) grant, project substantially completed by March 2015
- Loyalist Training and Knowledge Centre had an effective year
- Reorganization of all College entrepreneurial operations to ensure financial sustainability

Strategy 3.1.3

Continuing to develop our capital planning together with funding alternatives including fundraising

Performance Indicators:

- Partnerships developed and revenue generated

Achievements include:

- Endowed fund reaches \$9.3M as of March 31, 2015
- Capital Campaign tops \$6M goal milestone (December 2014)

Strategy 3.1.4

Pursuing continuous improvement to ensure improved efficiency and effectiveness

Performance Indicators:

- Plans developed and implemented for key areas of College

Achievements include:

- College Business Plan monitoring, preparation and reporting framework have all been redeveloped
- Departmental restructuring resulting in additional efficiencies (e.g. Facilities and Information Technology Services)

Strategy 3.2

Continue to develop and apply “green” solutions with respect to all College operations and facilities

Performance Indicators:

- Sustainability initiatives implemented/sustainability impact improved and/or efficiencies created

Achievements include:

- STARS data collection and submission process underway in support of Sustainability Plan development
- Maintained additional quality standard related to sustainability as part of the PQA process
- A number of initiatives have been planned and implemented through the College Sustainability Committee and in partnership with the Student Government and the community

Strategy 3.3

Inform institutional planning and decision-making with evidence-based methods; i.e., ensuring data-based conclusions

Performance Indicators:

- All College decisions supported by robust data

Achievements include:

- Business Intelligence project – significant progress made
- Program Health Index in use, Service Area Model still under development
- Strategic Enrolment Plan
- Risk Management Framework initiated
- Reorganized Business structures and processes

- This priority will continue to be a significant focus as part of Loyalist 2020, recognizing financial constraints

Strategy 3.4

Practise financial and process continuous improvement in all that we do

Performance Indicators:

- Plans developed and implemented for key areas of College

Achievements include:

- See 3.1, 3.11 and 3.3

Strategy 3.5

Focus on recruitment and retention of outstanding employees who will be capable of, and motivated to, help the College meet its goals

Performance Indicators:

- High quality recruitment processes
- Active support policies/programs
- High level of retention
- Succession Planning

Achievements include:

- Ongoing development of a competency database tied to the recruitment & selection process
- A comprehensive Recruitment & Selection Tool has been implemented with ongoing enhancements. Updated Human Resources Services Internal Wiki providing information on recruitment and selection processes
- Continued use of Social Media sites to efficiently increase the scope of our hiring searches
- Use specialized websites to reach non-traditional employee groups with the intent of increasing diversity
- Human Resources launched a new College-wide Orientation Model “Connecting at Loyalist” offering an overview of the College’s values, culture, resources and services for new employees
- Enhancement of Long-Service and Retirement recognition program for employees

Strategy 3.6 (Previously combined with Strategy 2.8)

Strategy 3.7

Advocate for a political environment with public policies, actions, and decisions that support the College mission

Performance Indicators:

- Such decisions being made

Achievements include:

- Continuous communication and advocacy with political and staff representatives and at all levels of government
- This focus will continue through Loyalist 2020

Strategy 3.8

Promote an environment that rewards innovation

Performance Indicators:

- Innovative ideas and projects generated and implemented

Achievements include:

- A variety of research projects initiated/implemented
- Innovative curriculum developed for the Ontario Online Institute
- Results of Sustainability Committee initiatives: STARS survey and application for bronze ranking
- Development of Entrepreneurial Studies – Business Launch, and International Trade & Logistics Management programs

Strategy 3.9

Create a community outreach master plan/thermostat of community involvement

Performance Indicators:

- Inventory developed

Achievements include:

- Community activities and partnerships are integrated in programs across the College

- The regional location focus continues in our marketing materials and outreach
- Active participation in Regional Bay of Quinte Living Council and related marketing

FINANCIAL RESULTS

LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY		
REVENUE AND EXPENDITURE SUMMARY		
for the year ended March 31, 2015		
	2015	2014
Revenue		
MTCU Grants and other government grants	\$ 32,721,073	\$ 33,686,784
Amortization of deferred capital contributions	1,907,362	1,912,744
Tuition fees	14,850,487	13,744,450
Other student fees	3,347,075	3,393,936
Ancillary	3,826,233	3,615,099
Other revenue	5,057,645	4,597,794
Total Revenue	61,709,875	60,950,807
Expenditures		
Salaries and benefits	44,415,556	44,530,443
Transportation and communication	1,117,245	1,336,116
Services	4,479,209	4,757,923
Maintenance, utilities and rentals	3,568,293	3,675,957
Supplies and minor equipment	2,556,463	2,648,964
Amortization Expense	3,309,525	3,508,730
Interest and insurance	709,276	732,048
Other expenditures	5,153,289	4,281,599
Total Expenditures	65,308,856	65,471,780
Net Operating Surplus (Deficit) for the year	\$ (3,598,981)	\$ (4,520,973)

LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY		
CONSOLIDATED STATEMENT OF FINANCIAL POSITION		
AS AT MARCH 31, 2015		
	March 31,	March 31,
	2015	2014
ASSETS		
CURRENT		
Cash	4,792,494	3,619,867
Accounts receivable	1,101,621	1,200,602
Grants receivable	1,838,406	1,840,350
Inventory	47,146	53,504
Prepaid expenses	444,759	599,223
Current portion of pledges receivable	386,428	398,030
	8,610,854	7,711,576
CAPITAL ASSETS	41,062,040	42,359,898
OTHER ASSETS		
Accounts receivable	27,200	30,600
Pledges receivable	962,880	894,693
Investments	8,972,733	8,363,890
	9,962,813	9,289,183
	59,635,707	59,360,657
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	7,922,659	6,277,111
Accrued vacation entitlement	3,058,326	3,233,814
Grants refundable	150,575	67,219
Deferred revenue	859,071	663,188
Current portion of long term debt	1,904,414	3,293,662
	13,895,045	13,534,994
LONG TERM		
Term loans payable	8,090,425	4,981,715
Accrued future employee benefits & compensated absences liabilities	3,314,428	3,304,131
Deferred capital contributions	28,959,756	29,077,936
	40,364,609	37,363,782
NET ASSETS		
Investment in capital assets	2,107,445	5,006,585
Endowments	8,787,279	8,517,420
Internally restricted	2,852,324	3,093,356
Unrestricted deficiency	(8,891,212)	(8,372,722)
	4,855,836	8,244,639
ACCUMULATED REMEASUREMENT GAINS	520,217	217,242
	59,635,707	59,360,657

APPENDIX A: MULTI-YEAR ACCOUNTABILITY AGREEMENT

The Loyalist College Multi-Year Accountability Agreement Report Back for 2013-2014 can be accessed on the College website at:

<http://www.loyalistcollege.com/wp-content/uploads/2014/03/LOYT-MYAP-13-14-Final-Report-Oct-31.pdf>

A printed copy is available on request.

APPENDIX B: AUDITED FINANCIAL STATEMENTS

The Loyalist College Audited Financial Statements for the year ended March 31, 2015 are posted on the College website at:

<http://www.loyalistcollege.com/wp-content/uploads/2014/03/Loyalist-College-Consolidated-Financial-Statements-for-Year-Ended-Mar-31-2015.pdf>

A printed copy is available on request.

APPENDIX C: KPI REPORT

The KPI report issued April 15, 2014 is posted on the College website at:

<http://collegesontario.org/outcomes/key-performance-indicators/2013-14 KPI English.pdf>

APPENDIX D: SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

RECEIVED

Nature of complaint	Date received	How resolved/addressed	Date resolution communicated to student	Number of working days to resolve
No complaints received				