

# Annual Report 2015/2016



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to work.™**

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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 – 2015–2016**

June Hagerman, Chair  
Brian Smith, Past Chair  
David Hatch, Vice-Chair  
Sandra Maracle, Vice-Chair  
David Allen,  
Natalie Bohnen-Twiddy  
Aleesha Camp  
Ross Danaher  
Tim Farrell  
Bob Forder  
Sara Kelleher  
Cory MacKay  
David MacKinnon  
Bhavik Patel  
Mary Lynn Rutledge  
Jason Tremblay  
Maureen Piercy, President & CEO

## **PRESIDENT'S MESSAGE**

I am pleased to introduce the 2015-16 Annual Report for Loyalist College. During the year Loyalist 2020, the new Strategic Plan, was finalized and approved by the Board of Governors. The new Plan is the result of several months of development and input from members across the College community and our community partners. It provides a framework for the coming five years and focuses, as the previous Plan did, on the three pillars of Academic Excellence, Service and Systems Excellence, and Sustainability and Capacity Building. The Strategic initiatives articulated in the Plan will guide decisions, planning and innovation for the College through annual business and operational plans. This Report identifies key initiatives undertaken during 2015-16, in alignment with Loyalist 2020. The results illustrate the College's solid commitment to this region and the students and communities we serve.

Provincial Key Performance Indicator (KPI) results remained strong, with Loyalist above the provincial average in all categories relating to Graduate Employment; Student, Graduate, and Employer Satisfaction; and Graduation Rate equal to the province.

During the year, new budget and business planning processes resulted in achieving a balanced budget for 2015-16. An internal budget committee was created which used strategic parameters approved by the Board of Governors to collaboratively develop a balanced budget for 2016-17. Innovative and collaborative work by staff throughout the College has allowed us to balance the budget while maintaining program and service excellence. Loyalist is well positioned to continue its work contributing to the success of our graduates and the social and economic health of our communities.



Maureen Piercy  
President & CEO

## **2015-2020 STRATEGIC PLAN REVIEW**

The College's Strategic Plan – Loyalist 2020 – is the result of several months of development and input from members across the College community and our community partners. It provides a framework for 2015-2020 and focuses, as the previous Plan did, on the three pillars of Academic Excellence, Service and Systems Excellence, and Sustainability and Capacity Building. This Report provides an overview of the Directions and results of the 2015-2020 Plan to date.

### **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.

## 1) Academic Excellence

<b>1.1</b>	<p>Develop and implement an Academic Plan to ensure excellent programs relevant to workforce and community needs.</p> <ul style="list-style-type: none"><li>• Developed an Academic Plan 2016-2020 that sets the overall academic direction of Loyalist College for the next four years. The Academic Plan builds on the Board of Governors' approved Strategic Plan 'Loyalist 2020' and also incorporates key elements of the Strategic Mandate Agreement 2014-2017 with the Ministry of Training, Colleges and Universities.</li><li>• Initiated in 2014 and led by the Academic Management Team culminating in a preliminary set of goals and objectives that could be utilized for College-wide consultation in the fall of 2015.</li><li>• Final version was developed by incorporating feedback received from various internal and external stakeholders throughout an extensive consultative process.</li><li>• Further refined the Program Health Index to generate accurate financial data for each academic program in order to assess their level of 'efficiency'.</li></ul>
<b>1.2</b>	<p>Build our reputation through Centres of Excellence including the Sustainable Skills, Technology and Life Sciences Centre, and the Digital Media Centre.</p> <ul style="list-style-type: none"><li>• Students completed the final year of the Trent-Loyalist Journalism program to qualify as the first graduating cohort of the joint program</li><li>• Supercritical CO<sub>2</sub> Extraction funded projects: Innovation Enhancement Grant (NSERC), Entomo Farms, The Canadian Bioceutical Corporation, Ontario Hops Growers</li><li>• Horticulture Apprenticeship</li><li>• Federal and Provincial applied research funding support of \$320K received</li></ul>
<b>1.3</b>	<p>Establish the Lifelong Health and Wellness Centre, integrating a range of Loyalist programs and expertise.</p> <ul style="list-style-type: none"><li>• Established a cross-College committee; designing a plan for building a flourishing culture that promotes health and wellbeing</li><li>• Researched other colleges and their approach to Health and Wellness</li><li>• Created a framework which includes four strategic areas of focus: Institutional Structure Organization Planning and Policy; Supportive Inclusive and Welcoming Campus Environment; Healthy Living Promotion, Education and Training; Community Partnerships and Services</li></ul>

	<ul style="list-style-type: none"> <li>• Creating the foundation for a two-year implementation plan</li> <li>• Aboriginal Resource Centre with access to a large lending library in addition to resources for student/staff usage</li> </ul>
<b>1.4</b>	<p>Respond to the marketplace with highly-integrated, technology-enabled, experiential and entrepreneurial teaching and learning.</p> <ul style="list-style-type: none"> <li>• Entrepreneurial Studies - Business Launch (ESBL) program accepted inaugural intake September 2015</li> <li>• Culinary Management program curriculum review identified opportunity to add Entrepreneurial studies course to 2016-17 program of study</li> <li>• Expanded our relationship with Cogeco TV Belleville to provide experiential learning opportunities for TVNM and JOPB students through coverage of the November 2015 Federal Election and other remote production events</li> <li>• Introduced semester-long applied projects in Chemical Engineering and Environmental Technology final semester</li> <li>• New Chemical, Biological, Radiation, Nuclear (CBRN) Techniques program</li> <li>• Applied projects in Manufacturing Engineering – County Cider</li> <li>• Introduction of Co-op into Manufacturing Engineering</li> <li>• Habitat For Humanity partnership</li> <li>• Introduction of Oculus Rift technology</li> </ul>
<b>1.5</b>	<p>Through leadership and collaboration, we will ensure access for all students, and support student and graduate mobility.</p> <ul style="list-style-type: none"> <li>• GAS Workplace launch</li> <li>• GNED credit recovery options included expedited delivery during Fall and Winter Study Weeks</li> <li>• New agreement with Cape Breton University (Bio / Civil and Manu students ladder into final year of degree)</li> <li>• Aboriginal Construction Renovation program offered with funding through the Targeted Initiative Program</li> </ul>
<b>1.6</b>	<p>Champion innovative program development, entrepreneurship education, and partnerships that contribute to the health and prosperity of our region.</p> <ul style="list-style-type: none"> <li>• ESBL program – innovative, entrepreneurial education with very strong community partnerships providing an engaged PAC, project specific mentors and potential start-up investors</li> <li>• Public Relations students raised over \$23,000, the highest fundraising total ever for a single year</li> </ul>

	<ul style="list-style-type: none"> <li>• Celebrated the win of the Audience Choice Award for Best Local Film by TVNM students at Belleville’s 2016 DocFest</li> <li>• Elevate Employment program through LTKC continuing through community funding from QEDC and Ontario Works to fund two cohorts</li> </ul>
<b>1.7</b>	<p>Committed and effective Program Advisory Committees</p> <ul style="list-style-type: none"> <li>• All programs work closely with a Program Advisory Committee (PAC) consisting of industry representatives, faculty, staff and students to ensure the program remains relevant to the current needs of industry and maintains student success as the top priority</li> <li>• The Aboriginal Circle on Education met several times throughout the academic year to discuss a wide range of issues and initiatives designed to ensure the College continues to meet the needs of its Aboriginal learners. Some of the most notable topics included the innovative Aboriginal Construction Renovation Program (Targeted Initiative Fund), the Aboriginal Automotive Pre-Apprenticeship program, the Aboriginal Awareness Community Course, Native Social Service Worker partnerships, Aboriginal bursaries and summer jobs</li> </ul>
<b>1.8</b>	<p>Proactive partnerships which create opportunities and pathways for secondary school students, mature learners through Prior Learning Assessment Recognition (PLAR), transfer credits, and university articulations</p> <ul style="list-style-type: none"> <li>• Growing partnerships with area agencies and CFB Trenton for PLAR</li> <li>• Four-credit co-op opportunity with Hastings and Prince Edward District School Board for students taking Aboriginal Construction Renovation program</li> </ul>

## **2) Service and Systems Excellence**

<b>2.1</b>	<p>Offer exceptional Student Care strategies that meet students where they are and support them in meeting their academic individual goals (Individual Learning Plans). Student Services will capitalize on cross-disciplinary expertise, and work to increase intercultural understanding and communication, creating an inclusive and collaborative approach to learning.</p> <ul style="list-style-type: none"> <li>• Utilized College Student inventory to identify early predictors of success and needs</li> <li>• Instituted a case lead system so that all students are identified early</li> </ul>
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	<p>and provided with supports</p> <ul style="list-style-type: none"> <li>• Instituted a Multidisciplinary Team Model that allows a cross-functional team to work with faculty members in areas of high needs. A cross-functional team which includes varying expertise of personnel promotes education, awareness increasing collaboration, intercultural understanding and communication</li> <li>• Accumulated significant data on the current student demographic and utilized this data to ensure an effective and efficient response to service intervention</li> <li>• Created a cross-College committee including student and community representatives from Belleville Police Services, Sexual Assault Centre for Quinte and District and QHC Domestic, Violence Sexual Assault Services to design and build a strategy to respond to and prevent Sexual Assault and Sexual Violence</li> <li>• Enhanced the Violence, Threat, Prevention team by restructuring membership to include experts internally and Belleville Police Services which has resulted in more refined protocols and procedures</li> <li>• Added drop-in tutoring centres which resulted in 753 students accessing just-in-time services and an additional 343 students accessing planned tutoring</li> </ul>
<p><b>2.2</b></p>	<p>Build on our integrated Strategic Enrolment Plan to optimize enrolment, opportunities, and achievement for all students, including Aboriginal, First Generation, International, and under-represented groups.</p> <ul style="list-style-type: none"> <li>• Formation of the International Sub-Committee</li> <li>• Formal recruiting strategy in place to ensure a wide mix of international students</li> <li>• Addition of full-time recruiter in Bengaluru, India</li> <li>• Final Draft of International Strategic Plan developed</li> <li>• International PQA Policy and Guidelines draft developed</li> <li>• International student enrolment reached 152 in January 2016</li> <li>• Supported the Strategic Enrolment Plan by reaching out to students prior to their arrival at the College through the “Kick Start” program</li> <li>• Students and parents were provided with increased information and supports to ensure a smooth transition to College</li> <li>• Students with disabilities were able to identify early and obtain an Individualized Service Plan</li> <li>• Enhanced data identified and increased the numbers of First Generation students to 70 percent of all College Students</li> </ul>

	<ul style="list-style-type: none"> <li>• Held a faculty workshop to increase intercultural understanding specifically focused on Indian culture</li> <li>• International students were supported in holding the following events: Bollywood Night, free henna workshop and dancing demonstration to promote the diversity and culture on campus</li> <li>• Augmented data-driven activities directing marketing and recruitment for specific programs of focus</li> </ul>
<b>2.3</b>	<p>Enrich the Loyalist Experience by developing and implementing a new Campus Master Plan in alignment with the Academic Plan and College-wide operational plans.</p> <ul style="list-style-type: none"> <li>• Request for funding for renewal of Campus Master Plan was submitted to Province in September 2015 as part of Stage One Capital Request under the provincial Refresh of Capital Inventory process <ul style="list-style-type: none"> <li>▪ Updated Plan will be a roadmap for the ongoing development of campus facilities</li> <li>▪ Will incorporate the Lifelong Health &amp; Wellness Centre concept</li> </ul> </li> </ul>
<b>2.4</b>	<p>A wide spectrum of strategies to support success, one learner at a time</p> <ul style="list-style-type: none"> <li>• Student Life survey results</li> <li>• Comprehensive Student Life activities such as UB (Universal Break) to optimize student experience and enhance student engagement</li> </ul>
<b>2.5</b>	<p>Multiple strategies to support organizational development; i.e. professional development</p> <ul style="list-style-type: none"> <li>• Cultural Awareness program facilitated by Aboriginal Services and delivered on weekends</li> </ul>

**3) Sustainability and Capacity Building**

<b>3.1</b>	<p>Enhance net revenue from funded and entrepreneurial sources and fundraising, while improving efficiencies and optimizing asset utilization to ensure long-term viability.</p> <ul style="list-style-type: none"> <li>• Support from The W. Garfield Weston Foundation increased to provide additional Fellowships and support for awareness campaign for skilled trades careers</li> <li>• College Foundation endowment for student financial support stands at \$9.2M at March 31, 2016</li> <li>• 2015-16 was a year of revisiting the profitability of several entrepreneurial activities</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Significantly improved performance by Loyalist Training Knowledge Centre, the entrepreneurial unit that provides contract training services (2015-16 net revenue is \$434,000, 2014-15 \$85,000)</li> <li>▪ After many years of positive financial contributions to College net revenues, a change in the competitive landscape, particularly internationally, necessitated the closure of Loyalist Certification Services</li> <li>▪ The Virtual Worlds unit was repositioned to focus on support for internal programming when it was determined that sales to external markets were not profitable</li> </ul> <ul style="list-style-type: none"> <li>• Net income for the year ended is \$1.4 million, after experiencing in-year deficits in the previous two years. While gross revenue declined between 2014-15 and 2015-16 by \$2.2 million, gross expenditures over the same period were reduced by over \$7 million. While the closure of the Loyalist Certification Services unit contributed to both the decline in gross revenue and expenditures, most of the savings in expenditures resulted from proactive and strategic reduction initiatives. These include vacancy management, early retirement incentive program effects, other compensation adjustments and the suspension of three low enrolment programs</li> <li>• Financial planning and management processes have continued to evolve, with better reporting for managers, and variance analysis (year-to-date actuals compared with budgets) provided to the Board of Governors on a regular basis</li> <li>• An internal budget committee was created which used strategic parameters approved by the Board of Governors to collaboratively develop a balanced budget for 2016-17</li> </ul>
<p><b>3.2</b></p>	<p>Be an Employer of Choice for a high-performing and diverse workforce which has opportunities for continuous learning.</p> <ul style="list-style-type: none"> <li>• Provide support to employees pursuing additional formal educational qualifications through Credential Studies Funding program.</li> <li>• In collaboration with the Eastern Region College Committee on Human Resources Development (ERCCHRD) work to ensure professional development needs are met by sharing resources and information, provide an opportunity to recognize and showcase expertise, and reduce the duplication of effort.</li> <li>• Each spring, the Office of Teaching and Learning presents WellSpring,</li> </ul>

	<p>a series of in-house professional development workshops and training modules and all employees are invited to attend the sessions that best meet their needs. In 2015, a total of 35 different sessions were offered to approximately 200 participants.</p>
<p><b>3.3</b></p>	<p>Continue to develop and apply responsible solutions with respect to all College programs, operations and facilities through the implementation of a comprehensive and integrated Sustainability Plan.</p> <ul style="list-style-type: none"> <li>• Sustainability courses launched in the Business Administration 2015-16 program of study</li> <li>• Culinary program review identified and created a Sustainability course for its 2015-16 and 2016-17 programs of study</li> <li>• Launched Off-Grid Living General Education elective course</li> <li>• Bike Corral project – In an experiential learning endeavour, the welding students partnered with community organizations to create bike corrals that will be used throughout the County</li> <li>• Several energy conservation initiatives were implemented, including LED retrofits and a move to a sustainable standard for heating/cooling</li> <li>• Energy Competition – Residence students competed against their neighbouring buildings to reduce their energy and water consumption</li> <li>• STARS submission – Loyalist submitted and received Bronze level, which sets us up for success moving forward</li> <li>• Carpool – Changes to booking for the 24 designated carpool spaces resulted in a consistent usage rate of 90% during the academic year</li> </ul>

## FINANCIAL RESULTS

**LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY**  
**REVENUE AND EXPENDITURE SUMMARY**  
**for the year ended March 31, 2016**

	2016	2015
<b>Revenue</b>		
MTCU grants and other government grants	\$ 31,678,978	\$ 32,721,073
Amortization of deferred capital contributions	1,764,709	1,907,362
Tuition fees	15,515,412	14,850,487
Other student fees	3,451,616	3,347,075
Ancillary	3,745,811	3,826,233
Other revenue	3,489,797	5,057,645
<b>Total Revenue</b>	<b>59,646,323</b>	<b>61,709,875</b>
<b>Expenditures</b>		
Salaries and benefits	39,663,369	44,415,556
Transportation and communication	918,997	1,098,711
Contracted services and fees	3,761,685	4,082,452
Maintenance, utilities and property taxes	2,959,779	3,241,836
Supplies and other expenses	2,271,034	2,510,423
Ancillary	1,805,725	1,582,936
Amortization expense	2,980,427	3,309,525
Interest and bank charges	734,908	709,276
Scholarships, bursaries & other student assistance	1,425,368	1,392,123
Other expenditures	1,712,934	2,965,919
<b>Total Expenditures</b>	<b>58,234,226</b>	<b>65,308,757</b>
<b>Net Operating Surplus (Deficit) for the year</b>	<b>\$ 1,412,097</b>	<b>\$ (3,598,882)</b>

**LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2016**

	March 31, 2016	March 31, 2015
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	3,513,000	4,792,494
Accounts receivable	632,931	1,101,621
Grants receivable	2,469,680	1,838,406
Inventory	44,594	47,146
Prepaid expenses	664,280	444,759
Current portion of pledges receivable	464,386	386,428
	<b>7,788,871</b>	<b>8,610,854</b>
<b>CAPITAL ASSETS</b>		
	<b>39,392,457</b>	<b>41,062,040</b>
<b>OTHER ASSETS</b>		
Accounts receivable	23,800	27,200
Pledges receivable	888,174	962,880
Investments	8,996,847	8,972,733
	<b>9,908,821</b>	<b>9,962,813</b>
	<b>57,090,149</b>	<b>59,635,707</b>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	5,368,476	7,922,659
Accrued vacation entitlement	2,876,056	3,058,326
Grants refundable	85,997	150,575
Deferred revenue	1,647,891	859,071
Current portion of long term debt	1,039,320	1,904,414
	<b>11,017,740</b>	<b>13,895,045</b>
<b>LONG TERM</b>		
Term loans payable	7,852,505	8,090,425
Accrued future employee benefits & compensated absences liabilities	3,044,352	3,314,428
Deferred capital contributions	28,439,421	28,959,756
	<b>39,336,278</b>	<b>40,364,609</b>
<b>NET ASSETS</b>		
Investment in capital assets	2,061,211	2,107,445
Endowments	8,894,312	8,787,279
Internally restricted	4,107,498	2,852,324
Unrestricted deficiency	(8,651,442)	(8,891,212)
	<b>6,411,579</b>	<b>4,855,836</b>
<b>ACCUMULATED REMEASUREMENT GAINS</b>		
	<b>324,552</b>	<b>520,217</b>
	<b>57,090,149</b>	<b>59,635,707</b>

### **APPENDIX A: SMA REPORT**

The Loyalist College SMA Report for 2014-2015 was submitted to the Ministry on December 8, 2015.

### **APPENDIX B: AUDITED FINANCIAL STATEMENTS**

The Loyalist College Audited Financial Statements for the year ended March 31, 2016 are posted on the College website at:

<http://www.loyalistcollege.com/wp-content/uploads/2016/07/Loyalist-College-Consolidated-Financial-Statements-as-at-March-31-2016.pdf>

### **APPENDIX C: KPI REPORT**

The KPI report issued April 15, 2016 is posted at:

[http://collegesontario.org/outcomes/key-performance-indicators/2015/KPIreport\\_Eng\\_final.pdf](http://collegesontario.org/outcomes/key-performance-indicators/2015/KPIreport_Eng_final.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				