



LOYALIST COLLEGE ANNUAL REPORT 2018–2019





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College Profile



Loyalist College of Applied Arts & Technology is Ontario's Destination College, empowering students, faculty, staff, and partners through experiential, industry cluster-based education, training and applied research programs. The College provides career-ready graduates for, and knowledge transfer to, industry and the community.

Loyalist offers more than 70 full-time diploma, certificate and apprenticeship programs in biosciences, building sciences, business, community service, health and wellness, media studies, public safety, and skilled trades. Continuing education options are available through **LoyalistFocus.com**; including hundreds of online, distance and in-class courses; and through the College's 100+ university transfer agreements.

Located on more than 200 acres in the beautiful Bay of Quinte region, the College is perfectly positioned between Toronto, Ottawa and Montreal. As the region's only post-secondary institution, Loyalist serves a population of 250,000, including the City of Belleville, City of Quinte West, Municipality of Brighton, Prince Edward County, Greater Napanee, and the Tyendinaga Mohawk Territory. Unlike other rural-urban municipalities, the area's population is growing, through immigration, to meet industry demands.

Since 1967, Loyalist has expanded with its region in Eastern Ontario, and today has two campuses – in Belleville and Bancroft – and a satellite location in Port Hope. The Quinte Economic Development Commission is located at the Belleville campus, which provides further insight to the needs of the regional industry.

With annual revenues of over \$80M, Loyalist is a key driver of social and economic health in Eastern Ontario. It contributes 5.8 percent of the Gross Regional Product, representing \$465M annually to the regional economy – based on an October 2018 report by Economic Modeling Specialists International (Emsi). This represents the sum of the impact of operations spending, construction spending, student spending, and 40,000+ alumni. Loyalist's impact supported 5,496 jobs in the service region economy.

For more information on Loyalist College, visit **YoureGoingPlaces.com**.

A Message from the Board Chair and President



Dr. Ann Marie Vaughan, President & CEO



Bob Forder, Chair of the Board of Governors

Throughout 2018/19, we made significant progress on a number of fronts, including graduate skills and job outcomes; economic and community impact; and productivity, accountability and transparency.

When it comes to Ontario college graduates getting jobs, Loyalist is the top College in the province, according to Key Performance Indicators (KPI) results, released November 2018. A Loyalist College education provides a direct pathway to employment through engaging, experiential and work-integrated learning, centred around emerging industry clusters. Loyalist placed above the provincial average for all five annual KPIs, including graduate satisfaction, employer satisfaction, student satisfaction, and graduation rate. These excellent KPI results reflect graduates' job readiness and speak to the immediate impact they are making in the workplace.

A Loyalist education was also found to have significant benefits for the business community in the regional economy, as well as taxpayers and society as a whole. According to an economic impact report released by Emsi in October 2018, Ontario will receive a present value of \$1.8 billion in added provincial income over the course of Loyalist students' working lives. Society as a whole in Ontario will also benefit from \$15.5M in present value social savings related to increased health and well-being, fewer demands for income assistance, and reduced crime. Provincial taxpayers to the College are expected to fully recover the cost of the original investment and also receive a return of \$7.90 in addition to every \$1 they paid.

The findings reinforce the important role the College plays in driving social and economic prosperity in Eastern Ontario – through the contributions of highly skilled Loyalist graduates in the workforce. During the analysis year, former Loyalist students generated \$411M in added income in the region, equivalent to supporting 4,457 jobs. As an access College, supporting the local community, Loyalist retains a breadth of more than 70 programs to provide options to students who are unable to move outside the region for post-secondary education. The College continues to serve a number of underrepresented groups including students with disabilities, Indigenous, lower-income and First Generation students. Its continued focus on student success dovetails with an outcomes-

based education philosophy, committed to helping individuals to attain the employability skills needed to thrive in Ontario's workforce.

Aligning with emerging economic clusters allowed the College to create a niche for itself in various industries in 2018/19. For example, the rapid growth of the natural products, hops and cannabis sectors in Canada provided unique opportunities for Loyalist to meet unprecedented demands for applied research and product development in the Bio Economy. Following the opening of the College's Applied Research Centre (ARC) in January 2018, Loyalist leveraged extended resources and capabilities to pursue new College-industry partnerships. Throughout the year, the ARC had a queue of more than 20 companies interested in applied research through grant funding and contract research with fee for services. Helping companies take their innovations from ideas to commercialization allowed partners to thrive while providing students with unparalleled work-integrated learning; investigating extraction, isolation, formulation and product development for the global market.

Several months before the legalization of cannabis in October 2018, Loyalist introduced Canada's first Cannabis Applied Science program to prepare graduates for new career opportunities, ranging from cannabis quality assurance manager and lead processing technician to formulation chemist. To meet the needs of regional employers, Cannabis Applied Science was one of a number of new programs developed in close consultation with employers and industry experts. Other new programs introduced in 2018/19 included Computer Engineering Technician, Occupational Therapist Assistant & Physiotherapist Assistant, and Global Business Management and Project Management. Loyalist continues to develop innovative programming in specialized areas and incorporates the use of advanced technology to ensure graduates are equipped with the most current skills needed in their field.

Loyalist's institutional strengths span Science, Technology; Engineering, Arts and Math – from the Bio Economy to Health, Human Services, Social Development and Public Safety; and from Progressive Trade and Transportation to Advanced Manufacturing and Business Automation; to the Creative, Communication and Social Economy. The following report highlights the College's achievements in each cluster.

Toward the end of 2018/19, we presented Loyalist's Strategic Plan 2025, which will guide the College in strengthening our reputation and brand, expanding our economic and social contributions to the region,

growing our enrolment and revenues, and continuing to prepare our students for jobs of the future. This Strategic Plan is the product of hundreds of conversations and consultations with the people who make Loyalist special. Students, faculty, staff, community members, and business leaders provided their thoughts on what direction the College should take over the next three years, and what our priorities should be. It also reflects the input we received from students and stakeholders when developing the new Strategic Mandate Agreement (SMA 2017-20).

As Ontario's Destination College, Loyalist is committed to providing innovative educational programming that is responsive to market needs and exceptional experiences that empower career-ready graduates. Looking to the future, we will continue to advance our offerings, while strengthening our ability to serve the local community. In creating an engaged and supportive culture for students to succeed, we rely on our skilled faculty and staff. We are proud of what they have accomplished and thank them for their significant contributions and dedication to Loyalist College in 2018/19.

Skills and Job Outcome Achievements



Graduate Employment

Loyalist College ranked number one in Ontario for graduate employment, according to Key Performance Indicators (KPI) results, released November 2018. Of 2016-17 Loyalist graduates, 90.8 percent were employed within six months after graduation. Loyalist's employer satisfaction rate was 96.5 percent, compared to the provincial average of 92.5 percent.

Loyalist launched the Graduate Attributes Project, an initiative to ensure that graduates will engage and acquire the following attributes during their time as students. The Attributes are Citizenship and Global Responsibility; Cross-Cultural Understanding; Ecological Literacy; Entrepreneurship and Technology; Health and Wellness; and Indigenous Understanding. Students will encounter these attributes in class and across the broader learning environment. The new Co-curricular Record initiative will inform student engagement in approved activities, drawing a connection between those activities and the attributes. The Digital Badging initiative will be the graphical representation of the attributes, earned through academic progress, co-curricular involvement, and Prior Learning Assessment and Recognition (PLAR).

Graduate Earnings

Loyalist students will receive a 19.4 percent average annual return rate on their investment in their post-secondary studies at Loyalist, according to an Emsi Report released October 2018. In learning the skills required for an increasingly globalized workplace, Loyalist students are well positioned to earn higher future wages that will continue to grow throughout their working lives. For example, Loyalist diploma graduates are expected to earn an undiscounted value of approximately \$625,800 more during the course of their career than if they had a high school diploma or equivalent. During the analysis year, former Loyalist students generated \$411M in added income in the region, equivalent to supporting 4,457 jobs.

Graduation Rate

Loyalist placed above the provincial average for graduation rate with 69 percent compared to 66.8



percent for Ontario colleges, according to KPI results released November 2018.

College Enrolment

In September 2018, Loyalist College enrolment reached a 15-year high – the largest since 2003. Registrations totaled 3,285, a 14 percent increase from September 2017. High enrolment numbers were the result of new program offerings, greater retention, and increased enrolment of international students, which reached 814, a 134.5 percent increase from September 2017.

Loyalist continues to be a leading institution in OntarioLearn, a consortium comprised of all 24 Ontario community colleges that works collaboratively to develop and deliver high-quality online learning. Loyalist hosted over 13,000 registrations on behalf of OntarioLearn and offers 19 online programs with a total of 3,317 registrations, an increase of 3 percent over 2017-18. Additionally, Loyalist offers a fully online delivery of its Early Childhood Education/Developmental Services Worker (DSW) diploma programs and its Child Development Practitioner (CDP) and DSW apprenticeship programs and realized 4,987 registrations combined in 2018/19, an increase of 4.5 percent over 2017-18.



Innovations in Teaching and Learning



In August, 2018, the **Centre for the Advancement of Teaching and Learning (CATL)** was created by consolidating three offices at Loyalist College responsible for teaching and learning support. Specifically, Distance Education (DE), Learning Technologies Office (LTO) and the Office of Teaching and Learning (OTL) were transferred from Continuing Education (CE), Facilities and Information Technology Services (FITS), and the Senior Vice-President Academic & Chief Learning Officer, respectively. The new unit is responsible for faculty professional development, curriculum design, online and hybrid course development and maintenance, innovative program delivery, and support for the use of learning technologies as well as responsibility for the delivery and support of over 20 online programs.

Throughout the year, faculty Professional Development (PD) activities were enhanced and supported, with an emphasis on orientation for part-time faculty and intercultural awareness for all teaching staff. Enhancing experiential learning opportunities and supporting the program quality assurance process was a priority for CATL. New initiatives have been initiated to support Loyalist's strategic plan and includes the introduction of open education practices, development of a formalized teaching and learning professional development plan, introduction of new innovative online/hybrid delivery models, and further enhancement of experiential learning opportunities in all Loyalist programs.

Experiential Learning

A Career Ready project served as the impetus to launch an initiative to review existing experiential learning opportunities and identify program candidates for enhanced opportunities. As a result, innovative work integrated learning (WIL) pilot programs were introduced in Winter 2019. The project resulted in the introduction of new Co-op, Applied Project, Capstone and WIL components in a variety of programs, positively impacting over 1,800 students. This experiential learning initiative will continue in the 2019/20 academic year.



Loyalist's graduate satisfaction rate was 82.3 percent compared to the provincial average of 79.5 percent, according to KPI results released November 2018.

Similarly, Loyalist's student satisfaction rate was higher than the provincial average for the 2018 KPI Student Satisfaction Survey, administered in class during the weeks of March 19 and 26, 2018. When asked about the overall quality of the learning experiences in their program, 77.9 percent of Loyalist students were 'very satisfied/satisfied' compared to the provincial average of 75.5 percent. Loyalist students also rated their program higher when it came to knowledge and skills that will be useful in their future career, with 86.6 percent very satisfied/satisfied compared to the provincial average of 84.4 percent.

For the following 14 programs, Loyalist ranked number one by students for Overall Student Satisfaction: Animation; Chemical Engineering Technician; Community and Justice Services; Entrepreneurial Studies – Business Launch; General Arts and Science; Journalism – Online Print and Broadcast; Motive Power Fundamentals; Photojournalism; Pre-Health Sciences Pathway to Certificates and Diplomas; Public Relations; Recreation and Leisure Services; Business Sales and Marketing; Survey Engineering; and Welding Techniques. For English-speaking Ontario colleges, Loyalist was number one for Business and Paralegal.

Entrepreneurialism

Entrepreneurialism, which is threaded throughout Loyalist's academic programming, is key to developing new technologies, products and services for

commercialization. In November 2018, Loyalist and Startup Bay of Quinte launched a partnership that leverages the College's campus as a hub of entrepreneurial activity. As a branch of the national Startup Canada entrepreneurship organization, Startup Bay of Quinte continues to provide the Loyalist community, and the local business community with related support, resources and industry connections from its new home base at the College. The organizations are aligned in their commitment to empowering entrepreneurs through access to education and training, financial incentives and a culture of collaboration that inspires innovation. Startup Bay of Quinte, which extends from Napanee to Brighton and Prince Edward County to Hastings County, has hosted numerous meet-ups, startup weekends, pitch competitions, focus groups and online webinars, and participated in regional and national awards ceremonies, conferences and government advisory groups.

During Small Business Week in October 2018, Loyalist students from various disciplines attended the Startup Canada Day on the Hill conference in Ottawa where they networked with industry leaders and learned about the important role of entrepreneurs in Canada.



Cluster-Based Applied Programs and Research Highlights



BIO ECONOMY

- In January 2018, Loyalist opened its **Applied Research Centre for Natural Products and Medical Cannabis (ARC)**, an 1,800-square-foot state-of-the-art laboratory. The ARC builds on the successful track record of Loyalist's Supercritical Carbon Dioxide Extraction Applied Research Laboratory, which began in 2004 when the College collaborated with the University of Ottawa, Ontario Innovation Trust, and Bioniche Life Sciences on its first industry-driven project. As a result of the ARC's continued growth and the support to the local region, applied research was highlighted in the College's Strategic Mandate Agreement (SMA) for the first time in 2014-2017 and again in the 2017-2020 SMA. The ARC was Canada's first College laboratory approved to conduct research with cannabis under the Narcotic Control Regulations.
- In February 2018, the ARC was awarded \$660,000 in funding through the **Government of Ontario's Colleges Applied Research and Development Fund (CARDF)**, administered by Ontario Centres of Excellence (OCE) in partnership with Colleges Ontario. This grant will allow the College to extend cutting-edge research conducted by the ARC. Combined with \$660,000 from industry partners, the total value of the project is \$1,320,000.
- In April 2018, Loyalist introduced **Canada's first Cannabis Applied Science (CSGS) program**, an eight-month Ontario College post-graduate certificate program with Ministry funding approval. Created in response to the burgeoning cannabis job market, the new program is the first of its kind in Canada to allow students to build on their degree or Ontario College diploma with in-depth skills to support cannabis product development, inform process optimization, and address natural product quality, consistency and safety. The program focuses on green technologies, including supercritical CO₂ extraction, to support industry's transition away from the use of petrochemical solvents. Students learn both inside the state-of-the-art ARC using advanced extraction technologies and outside the classroom during a field placement with Licensed Producers where they apply their knowledge to real-world challenges. Loyalist welcomed its first cohort of the program in Fall 2018.

- Also in April 2018, Loyalist announced a program **partnership with Kwantlen Polytechnic University (KPU)** in Vancouver, BC to offer three Cannabis Career Training courses through the College's Distance Studies and Continuing Education department. These include Plant Product and Facility Management; Marketing, Sales and Drug Development; and Financing a Cannabis Enterprise in Canada. The partnership provides Loyalist students with the opportunity to learn relevant skills required to work with licensed production facilities, and prepare them for careers in plant production, regulation, sales and marketing.
- That same month, the ARC launched a year-long **applied research project with Province Brands of Canada**, makers of alcohol-free cannabis beers and spirits. Funding provided through the CARDF program allows Province Brands of Canada to leverage \$300,000 from OCE, with their contribution of \$300,000 cash and in-kind towards the research and development efforts.
- In May 2018, the ARC extended its **applied research project with Entomo Farms**, funded by the Natural Sciences and Engineering Research Council of Canada (NSERC), for another year. Through an OCE and NSERC grant, ARC and Entomo Farms have been working together to determine optimal storage and a 'best before' date of 12 months for Entomo Farms' cricket powder product.
- In October 2018, the ARC entered into an **applied research agreement with VIVO Cannabis Inc.** to investigate and develop innovative processes for the extraction and formulation of cannabis oil for commercialization. The objective is to increase production efficiency; facilitate applied research projects in extraction and testing; investigate opportunities for new product formats and formulations; and implement experiential learning opportunities at VIVO that allow Loyalist students to apply and advance their industry knowledge.
- In November 2018, the ARC was awarded \$150,000 in funding from the **Government of Canada's College and Community Innovation (CCI) Program – Applied Research Tools and Instruments Grant through NSERC.** This grant will support the purchase of research equipment to enhance the ARC's capacity to respond to industry and support innovation.
- In 2018/19, Loyalist worked with Health Canada using the Cannabis Tracking and Licencing System to successfully complete and submit applications for migration from the Controlled Drugs and Substance Dealers Licence, to a 'Research Licence', which authorizes the possession of cannabis for the purposes of research and an 'Analytical Testing Licence,' which authorizes the possession of cannabis for analytical testing under the new Cannabis Act.



HEALTH, HUMAN SERVICES, SOCIAL DEVELOPMENT AND PUBLIC SAFETY

- Updated in 2018, the renovated third floor of the Northumberland Wing in the Kente Building is where Loyalist students in the health, human services, social development and public safety programs collaborate on integrated programming, projects and applied research. This innovative experiential learning space houses interprofessional simulation centres, high-tech classroom environments, and state-of-the-art student spaces.
- The renovated floor was made possible through a **\$2.4M government investment**, of which \$1.6M came from the federal government and \$0.8M from the Government of Ontario. Loyalist contributed an additional \$0.8M for a total investment of \$3.2M. The funding from the Government of Canada is allocated through the Post-Secondary Institutions Strategic Investment Fund to enhance and modernize research facilities on Canadian campuses and improve the environmental sustainability of these facilities.



Health and Human Services

- In December 2018, Loyalist announced that its **Practical Nursing graduates who wrote the Canadian Practical Nurse Registration Examination (CPNRE) between July and October 2018 were 100 percent successful**. The registration exam must be taken in order for a nurse to practise in Ontario. All 30 Loyalist candidates scored at or above the provincial and national averages in each category assessed. Loyalist's Practical Nursing students benefit from personalized instruction and real-world methodology taught in the ISC, followed by a rigorous eight-week integrated clinical practicum where they exhibit all aspects of RPN care.
- September 2018 marked the **first intake of Loyalist's two-year Occupational Therapist Assistant and**



Physiotherapist Assistant (OTPTA) Ontario College diploma program, designed to meet the growing needs for OT and PT treatments in the communities Loyalist serves. It prepares students to work as part of a multi-disciplinary health care team, implementing and evaluating safe and effective occupational and physical treatments for clients of all ages and abilities. Students learn through technology simulated modalities and more than 500 hours of fieldwork obtained during three clinical placements in health care settings such as rehabilitation centres, home care services, social services agencies, long-term care facilities and community hospitals.

On campus, the OTPTA program is taught in Loyalist's newly renovated on-campus Fitness Centre and program-dedicated fitness labs in tandem with the Fitness & Health Promotion (FAHP) and Recreation & Sport Services (RALS)

diploma programs, which share some first-year curriculum. FAHP and RALS graduates have the opportunity to earn an OTPTA diploma in one additional year of study, after completing a bridging semester. In addition to diploma-to-diploma options, Loyalist offers diploma-to-degree pathways for OTPTA graduates, including advanced entry into Ontario Tech University's Kinesiology and Bachelor of Allied Health Science degree programs. For Kinesiology university graduates, there are opportunities to apply credits towards the OTPTA program and gain workplace experiences and connections through clinical placements.

- Loyalist College signed a **pathway agreement with Queen's University** to provide graduates of the College's Pre-Health Sciences Pathway to Advanced Diplomas and Degrees Certificate program with the opportunity to pursue a Bachelor of Health Sciences (Honours) Degree at Queen's University through online learning.
- In 2018/19, Loyalist's **Paramedic program was the only College program in Canada to incorporate the Canadian Ski Patrol's Patroller Education Program** within its first year of study. The course of study includes immersive experiential education in accident scene management, chairlift evacuation, rescue, communications and avalanche search and rescue. The partnership allows Loyalist and the Canadian Ski Patrol to produce excellent patient advocates and care to communities across Canada. Through this experiential educational component, students volunteer with the Canadian Ski Patrol upon becoming certified. Students were viewed as stewards in the community through volunteerism while making important contacts and enjoying the health benefits of skiing and snowboarding.
- Loyalist's **Recreation & Leisure Services – Sports and Fitness & Health Promotion programs partnered with the Heart & Stroke Foundation** to raise awareness about the importance of living active lives. Students delivered Heart Healthy Kids Presentations to Grade 4 students at various schools in the Belleville area. Reaching more than 100 students, the one-hour presentations focused on the heart and its basic functions, nutrition, tobacco, Canada's Food Guide, nutrients, portion sizes, the importance of being physically active and how to read logos and food labels.
- **Students also worked with Move for Inclusion (MFI)**, an organization which encourages everyone to get active and to understand the importance of inclusion and acceptance for all. They launched MFI Lancers, a program that provides youth, aged five to 12 years old with a variety of physical or intellectual exceptionalities, an opportunity to try adaptive sports and engage with interactive crafts. The program, which started in February 2019, was led by MFI Coaches – second-year students in Loyalist's Recreation &

Leisure Services – Sports and Fitness & Health Promotion programs.

- In 2018/19, Loyalist entered into **18 new affiliation agreements with hospitals and health care centres** across Ontario and beyond to provide placement opportunities for Distance Education students, including those in the Perioperative Nursing certificate program. Prior to beginning the program, students are encouraged to secure a clinical placement that can be pursued upon completion of the theory courses. Placement opportunities are available in Pembroke, Cobourg, Oshawa, Ajax, Mississauga, Sault Ste. Marie, as well as in St. Johns, New Brunswick (through the Horizon Health Network). Upon earning the Loyalist College certificate, registered nurses (RNs) will have met the educational requirements to write the Canadian certificate exam in Perioperative Nursing.
- During the year, Loyalist faculty and **simulation specialists shared their expertise with Quinte Health Care (QHC)** by supporting a variety of programs and sites for their staff development. From critical care nurses to emergency physicians, QHC members used Loyalist's human simulation technology to acquire and hone their skills in the College's newly renovated Interprofessional Simulation Centre (ISC). Many community agencies booked time and space in the College's ISC, including Hospice Quinte, Northumberland Hospice, and Hastings Prince Edward Public Health for simulation-based volunteer training and education sessions.

Social Development

- **Loyalist and YMCA Northumberland partnered** to provide YMCA employees with access to the College's online, part-time Early Childhood Education diploma program, required to become Registered Early Childhood Educators (RECE) and to deliver various YMCA-specific children's programs. In response to growing concerns about the shortage of qualified Registered Early Childhood Educators and to meet YMCA Northumberland's workforce needs, Loyalist customized pathways to credentials through which YMCA employees can earn specialized skills to advance in their careers. This tailored delivery option gives staff the flexibility and convenience of pursuing post-secondary education while working full-time. It allows them to immediately apply their knowledge by helping to support young children, their families and communities in the holistic development of optimal learning and well-being.

Public Safety

- In 2018, Loyalist entered into a contract to **provide training to the Department of National Defence (DND)** to support

operations and response capabilities for issues involving Chemical, Biological, Radiological and Nuclear (CBRN) concerns. This programming advances the knowledge of Canadian Armed Forces (CAF) personnel around the scientific theories behind such hazards and threats as well as the applied science for ameliorating and/or containing such hazards and threats.

- Loyalist and the Hastings Prince Edward Mutual Aid Association **introduced the College's Fire Service Career Preparation and Development program**, a Loyalist Board of Governors Certificate. Designed for volunteer and career firefighters, the new program will be offered through a combination of online theory courses via loyalistfocus.com and hands-on practical training at the Complex. The program, which can be completed in as little as two semesters, teaches scientific principles of fire safety; fire prevention practice; fire suppression; firefighter first responder emergency patient care; confined space and environmental hazards; and rescue operations. Upon successful completion of the program, graduates will be eligible to undertake provincial testing to meet the requirements of the Office of the Fire Marshal.
- Loyalist's **Police Foundations program partnered with the Belleville Police Service** to assist with the Lock it or Lose it program, an awareness campaign that helps drivers protect their vehicles from theft. Small notices, indicating safety precautions and prevention tips, were placed on checked vehicles.

PROGRESSIVE TRADES AND TRANSPORTATION

Skilled Trades

- The College's newly-equipped 121,800-square-foot LEED® Silver certified The Bay of Quinte Skills Centre is home to a growing number of skilled trades students. As demand for workers in this industry increases, so too do applications, driven in part by the **success of the Weston Family Scholarship in the Skilled Trades**. Established to help more people pursue skilled trades education as a valued pathway to rewarding careers, the Weston Family Scholarship provides wrap-around supports, including financial incentives and mentorship. At Loyalist, the Weston Family Scholarship, formerly known as The W. Garfield Weston Foundation Fellowship, started with a total commitment of \$240,000 for 60 students and has grown to providing support for more than 190 students entering skilled trades programs through 2020. During the course of their studies, recipients who maintain a specified minimum average may receive up to \$4,000 in bursaries from The W. Garfield Weston Foundation and tuition credits from the College.
- For the Fall 2018 semester, more than 20 Weston Family Scholarships were awarded. Compared to peers in their programs, Weston Family Scholars have higher completion, certificate achievement and retention rates, which they attribute to the program's academic and professional support. They participate in various industry events, hosted with support from the Weston Family Scholarship, which strengthen their skilled trades network and expand their career opportunities. In 2018, the Weston Family Scholarship in the Skilled Trades, which started as a pilot project developed at Loyalist in 2012, went nationwide. **As a Canada-wide program, created by The W. Garfield Weston Foundation and Loyalist**, it is currently being adapted to local needs and replicated by a number of other colleges, training providers and social service agencies.
- In 2018, Loyalist continued its **partnership with Goodyear, Napanee**, to deliver the College's one-year Manufacturing Technician and one-year Electrical Techniques certificates to the company's full-time employees. Delivery occurs in The Bay of Quinte Skills Centre and accommodates all shift patterns for Goodyear's employees.
- Early in 2019, Loyalist introduced **Autodesk® certifications** to students, faculty and staff, as well as members of the community or professionals sponsored through employers. Autodesk provides industry-leading design and rendering platforms that are commonly found in the work environments entered by graduates in skilled trades and technologies, building sciences and interactive media development. Students from these areas and others can challenge the exam, enabling them to have a much stronger covering letter and to align their skills with what employers are seeking. These certification options provide industry-recognized credentials that can help designers, engineers, and makers succeed at any stage of their career. Both the Autodesk Certified User (ACU) and Autodesk Certified Professional (ACP) levels are available. Upon certification, the ACU/ACP badge can be added to correspondence, further highlighting the designation.
- Hands-on learning is an important part of all Loyalist skilled trades programs. For example, second-year Welding & Fabrication Technician students have been **producing fire pits for Ontario Parks** since 2015. In 2018/19, the fire pit was redesigned to include a new logo cut-out on the front. This special detail was made possible by new CNC Plasma cutting equipment and CNC Brake Press equipment housed within The Bay of Quinte Skills Centre. This project uses all of the skills students learn in the program. By incorporating new technology to cut the Ontario Parks logo into the front of the fire pit, Loyalist students enhanced their skills and campers enjoyed the way fire lights up the logo at night.

Transportation

- In February 2019, **Loyalist partnered with Supply Chain Management Association Ontario (SCMAO)** to provide an efficient path for graduates of the College's Supply Chain Management – Global Logistics post-graduate certificate program to pursue their Certified Supply Chain Management Professional (CSCMP) designation. The CSCMP designation is an internationally-accredited certification of strategic supply chain leadership and is Canada's most widely-held designation in supply chain management. To grant advanced standing, SCMAO assesses the curriculum for each program component.

ADVANCED MANUFACTURING AND BUSINESS AUTOMATION

- **Loyalist works closely with the Quinte Economic Development Commission (QEDC)**, an incorporated not-for-profit corporation, dedicated to promoting economic growth in its member municipalities, specifically the City of Belleville, the Municipality of Brighton and the City of Quinte West. Focused on the manufacturing and technology sectors, QEDC collaborates with the College to diversify and drive advanced manufacturing and to market the Bay of Quinte region in order to attract new sector-targeted firms to locate in the community. Every dollar invested in manufacturing generates over \$3.05 in total economic activity, which is the highest multiplier of any major sector according to Canadian Manufacturers and Exporters (CME). Located on Loyalist's Belleville campus, QEDC has been frequently recognized as a top performing economic development group in Canada.



- **Loyalist Training and Knowledge Centre (LTKC)**, a Corporate Training Division of Loyalist College,

offers practical, hands-on workplace learning and performance solutions that enable organizations to meet their specific business goals and objectives. In 2018/19, LTKC continued to offer unique **workforce development programs like Elevate Plus**, which are so important to help underrepresented, unemployed individuals gain employment with one of more than 380 industrial companies in the region. Of the 86 percent who graduate from the program, all find employment and contribute to the economy. LTKC partners with employers within the community to develop programs to meet the rising demand for skilled labour in the manufacturing and food-processing sector, so training is relevant and applicable. The Elevate Plus Training Program is a joint program administered by QEDC, with training and coaching delivered by LTKC, funded by Ontario's Ministry of Training, Colleges and Universities (MTCU). In addition, LTKC is part of the Eastern Ontario College Consortium, funded by MTCU under the Skills Advance Ontario Sector-focused Workforce Development project for the Steel and Aluminum sector, with a focus on incumbent worker re-training and training in Eastern Ontario.

- In May 2018, **Loyalist Manufacturing Engineering Technician students were awarded Gold and Silver medals at the Skills Ontario Competition**, the largest skilled trade and technology competition in Canada, held in Toronto. Loyalist was a gold sponsor of the Skills Ontario Competition, building on the College's partnership with Skills Ontario since 2015.
- In 2018/19, Loyalist launched the two-year **Computer Networking & Technical Support Ontario College diploma program**, which teaches students specialized skills needed to develop, operate, troubleshoot and maintain computer and network systems. As IT is essential to the success of both small and large enterprises, skilled computer networking and technical support professionals are in high demand.
- In addition, the College introduced the one-year **Project Management Ontario College graduate certificate program** with September, January and May intakes. Designed to prepare students for a career in effective management across various industries, the program explores different leadership styles to effectively manage issues and resolve conflicts. To ensure project success, students learn to analyze financial information to promote operational effectiveness and to support and monitor the scope, planning, procurement, risk and budget of projects.

- Loyalist also launched the two-year **Global Business Management (GBMG) Ontario College graduate certificate program**. Currently non-funded, the program

nurtures a global career mindset coupled with business management skills aimed at opening doors to a range of unique career opportunities both domestically and abroad. Students explore international perspectives on a variety of topics and develop the skills and knowledge necessary to become an effective leader in any business environment.

- Loyalist received **accreditation from the Chartered Professional Accountants of Ontario (CPA)** under the CPA National Accreditation Standards to deliver the **Advanced Certificate in Accounting and Finance (ACAF) program** and applied courses. Effective Fall 2019, Loyalist Business Administration – Accounting advanced diploma students had the opportunity to develop additional technical proficiencies in financial accounting, taxation and information technology required to write the ACAF National Examination.
- In addition, Métis, Inuit and First Nations students are now able to pursue **AFOA Canada's Certified Aboriginal Financial Manager (CAFM)** designation, which will help them prepare for senior financial management positions within their communities. To support successful self-determination and create a better life and future for Canada's Indigenous people, AFOA Canada aims to improve the management skills of those responsible for the stewardship of Indigenous resources.



CREATIVE, COMMUNICATION AND SOCIAL ECONOMY

- In 2018/19, Loyalist developed the two-year **Advertising and Marketing Communications – Creative Design (ACDJ) diploma program**. Students in the first intake,

scheduled for January 2020, will develop strategic plans and create engaging concepts to connect brands with their customers through emerging media, online communities, radio, television and print, outdoor advertising and guerrilla marketing.

- Loyalist was well represented at prestigious national award ceremonies, including the **2018 National Pictures of the Year (NPOY) awards** where 12 Loyalist College Photojournalism students and graduates received **NPOY awards** and placed in 13 of the 17 award categories. Recipients were recognized by the **News Photographers Association of Canada (NPAC)** for the most distinguished Photojournalist of the Year, Student Photographer of the Year and Student Multimedia of the Year awards.
- In addition, two recent graduates of Loyalist's three-year Film and TV Production Ontario College Advanced Diploma program received a **2018 Broadcast Educators Association of Canada (BEAC) National Student Award**.
- In 2018/19, third-year students in Loyalist's **Interactive Media Development – Film & Television Production (TVAS) program** directed and produced a **free TED Talks-style Personalized Assessment and Change Education (PACE) series** for the public, led by Dr. Mukesh Bhargava, Chief of Staff at Northumberland Hills Hospital. The sessions, which alternate between Northumberland Hills Hospital in Cobourg and the Port Hope Northumberland Community Health Centre, feature speakers who are not sponsored by pharmaceutical companies or for-profit organizations.

TVAS is one of several programs, which prepare students for the creative, communication and social economy, and are taught in Loyalist's Digital Media Centre. The 10,000-square-foot integrated newsroom features video editing suites, a television studio, interview booths, audio production booths and meeting rooms. In the Centre, students create content for QNet News, an award-winning online community news service with radio, television, online and print coverage throughout the Bay of Quinte region, and for the College's 'The Pioneer' publication.

- As part of an experiential learning project, the second-year class of the College's **Architectural Technology program** presented **design proposals and revitalization ideas to the City of Port Hope** in April 2018 and 2019. The intent of the project was to relocate and incorporate the historic Hayward Street Train Station to highlight the age of steam railways; provide a welcoming pedestrian walkway; introduce cafés and retail spaces; and create a new visitor centre, an art gallery, and public washrooms.

The Municipality of Port Hope has started design and construction work on Lent Lane – and they have indicated that some of this work was inspired by ideas from Loyalist students.

- In March 2019, Loyalist reestablished its **partnership with Ten Thousand Coffees**, an enterprise networking and mentoring platform that connects students, alumni, employees and other members of the College community with mentors and peers based on their roles, career goals, and professional interests. The cost of the Ten Thousand Coffees user agreement is covered for the College through the RBC Future Launch program, which helps users build diverse networks.
- Loyalist Journalism & Communications faculty members hosted a **public forum on local news** in Northumberland County, focused on how to strengthen local news coverage and develop a deeper understanding of what can be done to build a more sustainable model for quality local journalism.



Student Success



Access and Equity

In 2018/19, Loyalist made improvements in post-secondary education equity and access through new opportunities, including multiple entrance pathways and flexible policies and programming, with a focus on students who, without interventions and support, might not otherwise participate in post-secondary education.

Loyalist has had successful intakes in its Community Integration Through Co-operative Education (CICE) program since 2017 with 100 percent retention from year one to two. There were 29 students enrolled in core courses and vocational electives who engaged in placement opportunities in Winter 2019.



Since Fall 2016, 150 students enrolled in dual credit courses have completed OCAS applications for Loyalist programs. Of those in the Literacy and Basic Skills (LBS) program, 80 percent of learners want to pursue post-secondary education and 20 percent are pursuing grade 12 equivalency for work or their Academic and Career Entrance (ACE) certificate for apprenticeship. The outreach focus includes skills training for laid off workers, and night school programming to serve the working population who want to develop their education.

Health and Wellness

In 2018/19, Loyalist focused on creating and sustaining an environment that supports the health and wellness of our College community and allows students, staff and the community at large to be engaged in all aspects of building resilience and supporting mental health. The new Wellness@Loyalist initiative has enriched the College culture and improved the quality of life for students through programming, educational opportunities and engagement initiatives. Outcomes include a new Wellness loft space, Wellness Break (every Wednesday from 12 – 1 pm), Wellness Ambassador Team, and Student Food Cupboard.

Financial Support

During the year, 320 awards with a total value of \$156,978 were presented from investment earned through the

Foundation endowment. In addition to the awards from Foundation accounts, another \$220,448 was made available through 277 expendable awards, bringing the total presented to \$377,426. This includes support from The W. Garfield Weston Foundation, for the Weston Family Scholarship in the Skilled Trades – a pilot program developed at Loyalist College, designed to increase interest and participation in careers in skilled trades. At March 31, 2019 the Foundation Endowed Fund stood at \$11,669,132, compared to the prior year's balance of \$10,979,616.



Indigenous and Cross-Cultural Understanding

In 2018/19, Loyalist, like all Ontario colleges, incorporated more Indigenous knowledge into its programs and services following the College's support of the recommendations of the Truth and Reconciliation Commission of Canada: Call to Action on March 8, 2018. Indigenous language, culture, identity and community continued to be nurtured through the Indigenous Resource Centre, and were increasingly incorporated into the College's courses and learning modules. The College continues to document its progress in all relevant areas of the recommendations from the Report. For example Loyalist is preparing to launch a number of land acknowledgement initiatives across campus to recognize the traditional territory of Indigenous people(s) and to commemorate their connection to the land.

Construction began on an outdoor Indigenous learning space. In addition, an Indigenous full-time faculty member was hired to develop a College-wide approach to Indigenous understanding and inclusion of the Indigenous learning style, and professional development for staff and faculty. Curriculum will include Indigenous outcomes from

Confederation College and specific Indigenous General Education courses. The College will continue to integrate Indigenous and cross-cultural understanding for students in the context of its Graduate Attribute project.

Fit to Learn and Fit to Work

On January 1, 2019, Loyalist, like many other Ontario colleges, moved toward becoming a smoke-free campus. As part of Loyalist's commitment to Health and Wellness, recreational cannabis continued to be strictly prohibited on College property when the Federal Government's Cannabis Act, also known as Bill C-45, came into effect on October 17. Loyalist introduced Fit to Learn and Fit to Work College operational policies and procedures, which outline the expectation for students to be fully prepared to learn and participate in campus activities and to refrain from using impairing substances – legal or illegal – that will negatively affect their ability to learn or perform activities safely and competently. They also inform the expectation that all employees and contractors working at the College refrain from using impairing substances – legal or illegal – before or during work hours that will negatively affect their ability to perform duties safely, competently and efficiently. With the subsequent introduction of the Ontario Government's Bill 36, Cannabis Statute Law Amendment Act, 2018, allowing cannabis smoking wherever tobacco is permitted as of October 17, Loyalist announced that it would also ban tobacco smoking and vaping. Loyalist is dedicated to providing a safe, healthy and productive environment for students, staff, faculty and guests. In 2018/19, the College focused on proactively creating a culture of wellness, educating the College community on the health risks associated with cannabis use, as well as smoking and second-hand smoke. Students and employees who wished to stop smoking were encouraged to access cessation resources and support through Loyalist.

Pathways

Loyalist College continues to improve its support for student learning through updated policies and standardized processes for access to learning pathways and increased flexibility through Prior Learning Assessment and Recognition (PLAR), established transfer credits and equivalencies, transferability between online and in-class deliveries and apprenticeship and post-secondary programs. A long-time supporter of PLAR, Loyalist revived its efforts with the launch of a PLAR team.

In 2018/19, Loyalist continued to establish new diploma-to-degree pathways to give Loyalist graduates more options to seamlessly and cost effectively earn a combination of credentials that will give them a competitive advantage in

the marketplace. As of September 2018, graduates of numerous Loyalist College two- and three-year diploma programs had the opportunity to earn a degree in as little as one academic year and an honours degree in just one more year through advanced standing entry into bachelor programs at the Limerick Institute of Technology (LIT) and the Institute of Technology Tralee, Ireland. The 17 articulation agreements with LIT and six articulation agreements with the Institute of Technology Tralee allow Loyalist students to graduate with both a diploma and a degree in just four years, while gaining invaluable cultural experiences during a year abroad.



Safety

In March 2019, MTCU released a **Summary Report of the 2018 Student Voices on Sexual Violence Survey** conducted at Ontario's post-secondary institutions. The objective of the Survey was to gather information about how students perceive, understand and respond to sexual violence. It did not limit students to reflecting on experiences that occurred on-campus only.

The findings emphasize the significance of post-secondary institutions doing everything they can to protect students both on campus and in the community, and to provide effective support for survivors of sexual violence. The safety and security of students is a priority for Loyalist at all times.

The feedback from the 238 Loyalist students who took part in the Survey is invaluable and helps the College

to build on its existing programming and awareness efforts. Based on student response rates, demographic compositions, and socioeconomic factors, results vary among colleges.

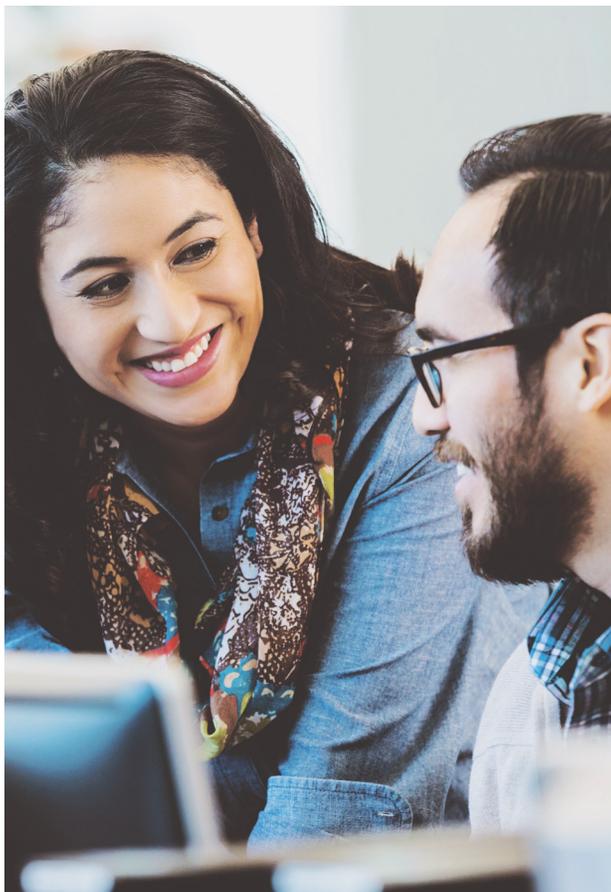
In response to the findings, Loyalist will enhance its educational programs, including consent awareness, bystander intervention, and self-defence training. Related sessions will continue to be offered to all students as part of the College's Wellness Break programming, and introduced during Orientation.

Through the provincial Women's Campus Safety Grant, which assists colleges and universities in supporting the prevention of sexual violence, Loyalist made significant investments in enhanced campus safety in 2018/19. This includes new CCTV surveillance cameras, emergency software, improved lighting, increased security patrols and the Walk Safe program on Pub nights. In addition, 14 emergency call boxes and two emergency station posts will be installed on campus during Spring 2019 and upgraded lighting around facilities, including select parking lots, and cleared sightlines during Summer 2019.

A positive indication of the direction in which Loyalist is moving is reflected in the 2017-2018 KPI Survey results in which Loyalist was ranked second by students on Campus Safety and Security Services.

The College formed a Sexual Assault & Sexual Violence Prevention Task Force, comprised of Loyalist students, staff and faculty members, and representatives from related not-for-profit organizations. The Task Force, which will report its findings to the Loyalist Board of Governors and MTCU, will be involved in reviewing the College's **Sexual Assault & Sexual Violence Policy and Protocol**.

Employment and Training Support



Community Employment Services

Loyalist College continued to offer a range of Employment Ontario programs across Hastings County through **Community Employment Services and Career and College Prep** offices in Belleville and Bancroft. Funded by program and service contracts from the Ministry of Training, Colleges and Universities, Loyalist College delivered the following programs: *Employment Services, Literacy and Basic Skills, Youth Job Connection, Canada-Ontario Job Grant, Youth Job Connection – Summer and Youth Job Link*. Through these programs, Loyalist College flowed over \$1.1M within the region through a combination of employment training incentives and job seeker and learner supports.

Community Employment Services (CES)

CES offers a range of resources, supports and services to respond to the career and employment needs of individuals and the skilled labour needs of employers. The goal of CES is to help individuals who are unemployed, under-employed and those most in need, such as newcomers to Canada, Ontario Works recipients and youth.

Throughout 2018/19, CES resource centres located in Belleville and Bancroft were visited more than 3,500 times by individuals looking to research careers, register for programming and gain assistance with their personal employment or training search. In addition, CES offered individual assistance to over 1,300 clients through employment programming and supports, such as identifying careers; learning job search techniques; building effective résumés and cover letters; practising interview skills; and accessing training opportunities with local employers.

Career and College Prep Program (CCP)

CCP provides services and training to individuals seeking skills and academic upgrading. The department helps learners reach personal goals on a variety of goal paths including employment, post-secondary education, apprenticeship and independence. During 2018/19, Loyalist College assisted over 300 adult learners in upgrading their skills and credentials through classrooms in Belleville and Bancroft.

International Expansion



In 2018/19, Loyalist extended its International Centre team to assist more international students in their transition to College life – socially, academically and culturally. They helped with housing and health insurance, and also hosted a variety of fun cultural activities and trips throughout the year.

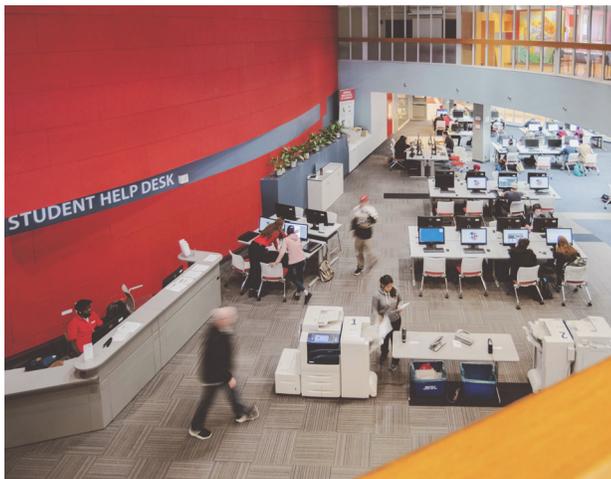
The international population at Loyalist is now in excess of 800. Loyalist currently has recruitment offices and partnerships in Bengaluru, India; Beijing, China; Lagos, Nigeria; and Kampala, Uganda. In Vietnam, Loyalist has partnerships with **Let's Go Canada** (Hyoung Hyen) in Hanoi and in Ho Chi Minh City.

Curriculum partnerships continue to be a focus for the College with five joint partnerships with institutions in China with active enrolment (158 students) and intakes in Fall 2019 (120 students). There are currently four pending applications for joint partnerships in China and one in Uganda.



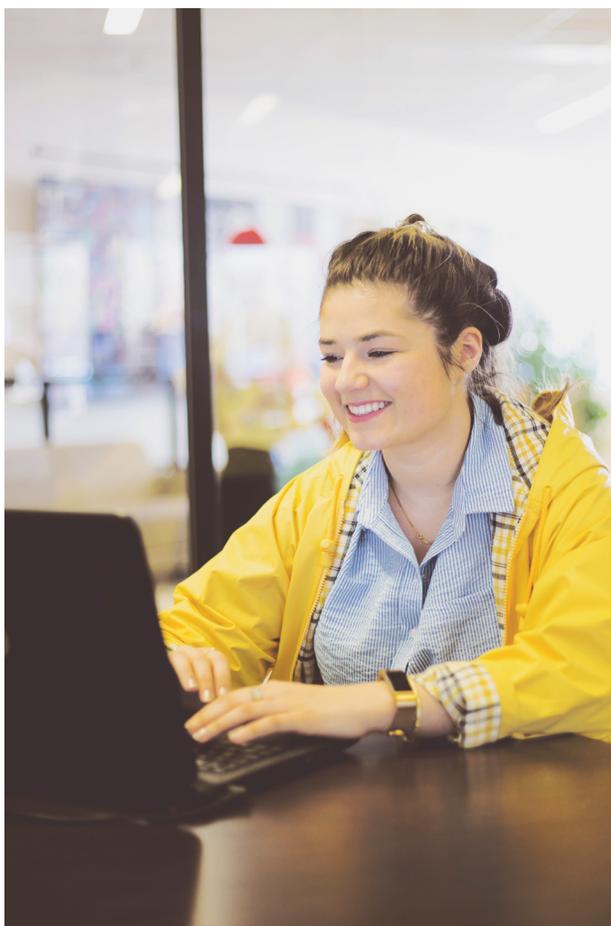
In March 2019, Loyalist signed a curriculum partnership agreement with **Grace Schools in Lagos, Nigeria**; the first of its kind between an Ontario college and a Nigerian secondary school. Under the agreement, graduates of Grace Schools can earn the first year of a Loyalist Business diploma in Nigeria before transitioning to the College's Belleville campus to complete their program.

Building Capacity



As a Destination College, Loyalist's vision is to be a deliberate choice of employees, aligning with faculty's teaching, research interests, and industry expertise, and staff's experience and professional development goals. Through an engaged and supportive culture, the College aims to provide opportunities for continuous learning.

The College's first Employee Engagement Survey launched in 2018. The 59 percent response rate from full- and part-time employees provided informative feedback around their experiences working at the College. The findings, which were helpful in identifying strengths, weaknesses and potential opportunities, were presented to employees by the President during a Town Hall meeting. Individual departments were tasked with identifying key initiatives and action plans for improvement. As well, an advisory working group was established to focus on three key areas identified for improvement across the College.



Loyalist continues to sit as one of the six colleges steering the Eastern Region College Committee for Human Resources Development (ERCCHRD). The Committee's purpose is to provide relevant professional development and training opportunities to college faculty, support, and administrative staff in Eastern Ontario. The group offers long-running programs such as: LEAP (Leadership Excellence in Academic Programming); Celebrating Great Teaching; ABC (Aligning and Building Curriculum); FCC (Faculty Cyber Connections); and Getting Connected – Support Staff Conference. Faculty and Staff from Loyalist represent the College as committee members, session facilitators, or participants at these events.

As part of the College's Health and Wellness Strategy and commitment to being an employer of choice for a high-performing and diverse workforce, Loyalist hosted its first L.I.F.E. at Loyalist conference in June 2018. Approximately 200 employees registered and attended the two days of keynote, plenary and concurrent sessions related to wellness, resiliency, civility and inclusion.

In 2018, Loyalist began to develop its first Mental Health Framework for employees. The framework includes training for all employee groups, including intensive training for College leadership, resulting in a Queen's



University Workplace Mental Health Leadership™ certificate. The training and roll-out of the framework will continue throughout the next fiscal year.

In November 2018, Loyalist retained additional services to provide a more comprehensive Employee and Family Assistance Program (EFAP) and resources. The new program offers anytime, anywhere access to professional counselling services and information in several areas which employees identified as being important, including work-life balance, health coaching and professional counselling.

During 2018 the Wellness Wednesday Series was launched. These sessions were introduced to all employees on a variety of health and wellness topics. In addition, a number of new comprehensive safety, health and wellness resources and training were added to the College portal.

To support employee satisfaction, organizational commitment and experience and ensure that all new employees are integrated into the College culture and vision, a new 'Faculty and Staff Orientation' was introduced. Significant enhancements include opportunities for networking with current employees, meet and greet with the President and the College Executive Team, and presentations from key departments across the College. As well, additional orientation sessions were offered throughout the academic year.

To enhance employees' overall connection to Loyalist's vision and to facilitate better College-wide communications, employees were offered new opportunities to participate in multi-disciplinary committees. These ranged from an Employee Engagement Committee to industry-cluster based committees, dedicated to exploring developments in various sectors globally, nationally and locally. In January 2019, Loyalist launched the Creative Communication and Social Economy; Advanced Manufacturing and Business Automation; and Health, Human Services, Social Development and Public Safety clusters. Taking a market-driven approach, these groups look at existing programs offered at Loyalist, gaps and new opportunities in programming; and new avenues for applied research and community engagement.

Increasing Transparency



In October 2018, Loyalist College introduced a new Policy and Procedure consultation process to provide a more transparent and consistent way of developing, revising and approving Operational Policies and Procedures. Based on feedback from the Employee Engagement Survey, the new collaborative approach to policy-making offers greater inclusion and accountability. The feedback and comments the College has since received on its policies have been very helpful and thoughtful.

In December 2018, Loyalist adopted a new policy on free speech that has been endorsed by all of Ontario's 24 colleges. The policy was developed by a task force of senior college leaders in collaboration with the College Student Alliance, legal experts and others. The policy statement is primarily based on the University of Chicago's Statement on Principles of Free Expression and has five core elements: A definition of freedom of speech; A commitment to allow open discussion and free inquiry; A statement that it is not the colleges' role to shield members of the college community from ideas with which they disagree; A statement that while members of the college community are free to contest the views of others, they must also respect the rights of others to express their views; and an affirmation that speech that violates the law is not allowed. The policy describes the procedures for handling complaints and ensuring there is compliance. The policy also states that it is aligned with other college policies and they shall all be considered together. When it took effect on January 1, it applied to the entire College community.

Sustainability Milestones



Through a partnership with Rillea Technologies, a local tech company, and Rillea's digital platform, SDS RiskAssist™, Loyalist College achieved three **United Nations Sustainable Development Goals** (3, 16 and 12). Known as SDG2030, the 17 goals were developed in 2015 by global leaders as a blueprint towards a sustainable planet by 2030. Rillea Technologies recognized Loyalist with the presentation of UN Sustainable Development Pins for accomplishing the following milestones in responsible chemicals management:

- Responsibly eliminated almost one-third of their chemicals (281) from site thus reducing the associated risk of fire, injury, illness and environmental damage.
- Made the remaining chemical hazard information easily accessible and searchable for all Loyalist staff and students, through the SDS RiskAssist™ platform.
- Developed more relevant WHMIS training, which can be shared with all staff and students, while reducing training costs and time.
- Established a living and sustainable chemicals management system that can be built across changes of personnel, chemicals, and regulations.

Financial Health and Analysis of Financial Performance



Financial Health

Loyalist College achieved a surplus of \$9,154,470 in fiscal year 2018/19, compared to \$3,111,337 in 2017-18. The \$9.15M surplus was 10.9 percent of total revenue in 2018/19, and \$6.04M higher than the prior fiscal year surplus of \$3.1M, or 4.6 percent of total revenue. Loyalist experienced significant increases in activity levels across nearly all areas of the College, which in turn drove the favourable financial results experienced in 2018/19.

Looking ahead to the 2019/20 fiscal year, the College is looking to build on the successes of the 2018/19 year through continued improvement of its planning and processes. One such improvement was the transparent and collaborative development of the College's 2019/20 annual budget. Each department was asked to submit a comprehensive budget planning report that was reviewed by the College Budget Committee. The Committee then provided advice on budget allocations and strategic investments for the 2019-20 budget. Budgets will be monitored on a regular basis throughout the year, along with regular financial reporting to the Board of Governors to ensure the financial health of the College.

The College's statement of financial position has similarly been bolstered by strong 2018/19 results. Liquidity remains strong for operating needs as well as in the event of unexpected requirements. Further, total debt levels were reduced by \$1.1M. Net assets continued to grow, increasing by \$9.5M to \$21.5M.

Loyalist invested in its facilities and academic equipment during the fiscal year by acquiring \$4.5M in capital assets.

Analysis of Financial Performance

Loyalist College ended the fiscal year 2018/19 with a net operating surplus of \$9,154,470 of revenue over expenses. Gross revenue increased over 2017-18 levels by approximately \$16.2M. Expenses increased over 2017-18 levels by approximately \$10M.



REVENUES

Government (MTCU) Operating Grants:

Increased by \$4.91M compared to 2017-18, driven by a one-time sustainability grant received in 2018/19.

Tuition Fees:

Increased by \$8.76M compared to 2017-18, driven primarily by higher international student enrolment.

Ancillary Operations Revenue:

Increased by \$0.06M compared to 2017-18.

Non-tuition Incidental Fees:

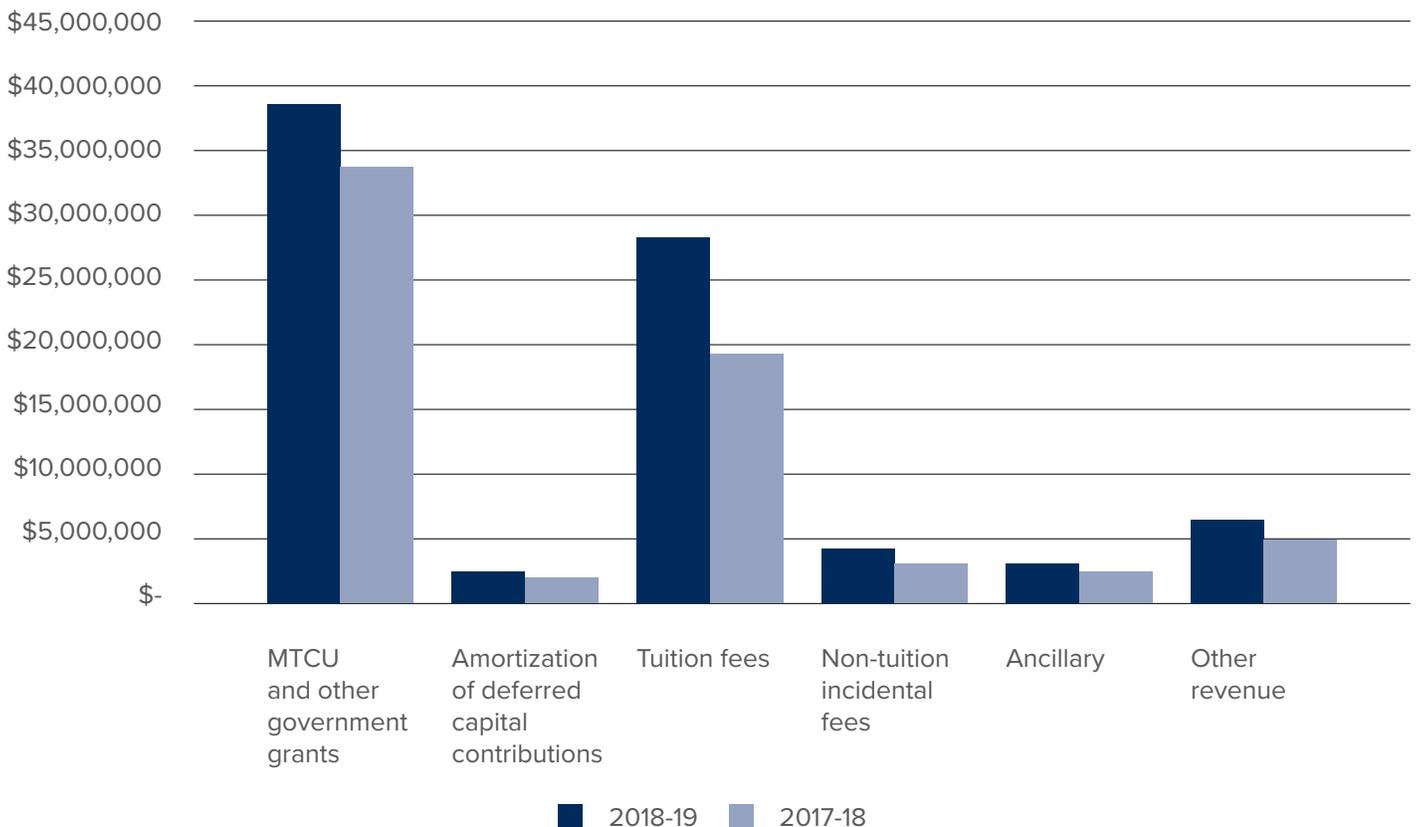
Increased by \$0.78M compared to 2017-18, driven by increased student enrolment.

Amortization of Deferred Capital Contributions:

Increased by \$0.16M compared to 2017-18.

Other Revenue:

Increased by \$1.51M compared to 2017-18, driven by a variety of increased revenue streams, primarily in the entrepreneurial and enveloped program areas.





EXPENDITURES

Salaries and Benefits:

Increased by \$7.43M compared to 2017-18, driven primarily by increased compensation expenses.

Operating:

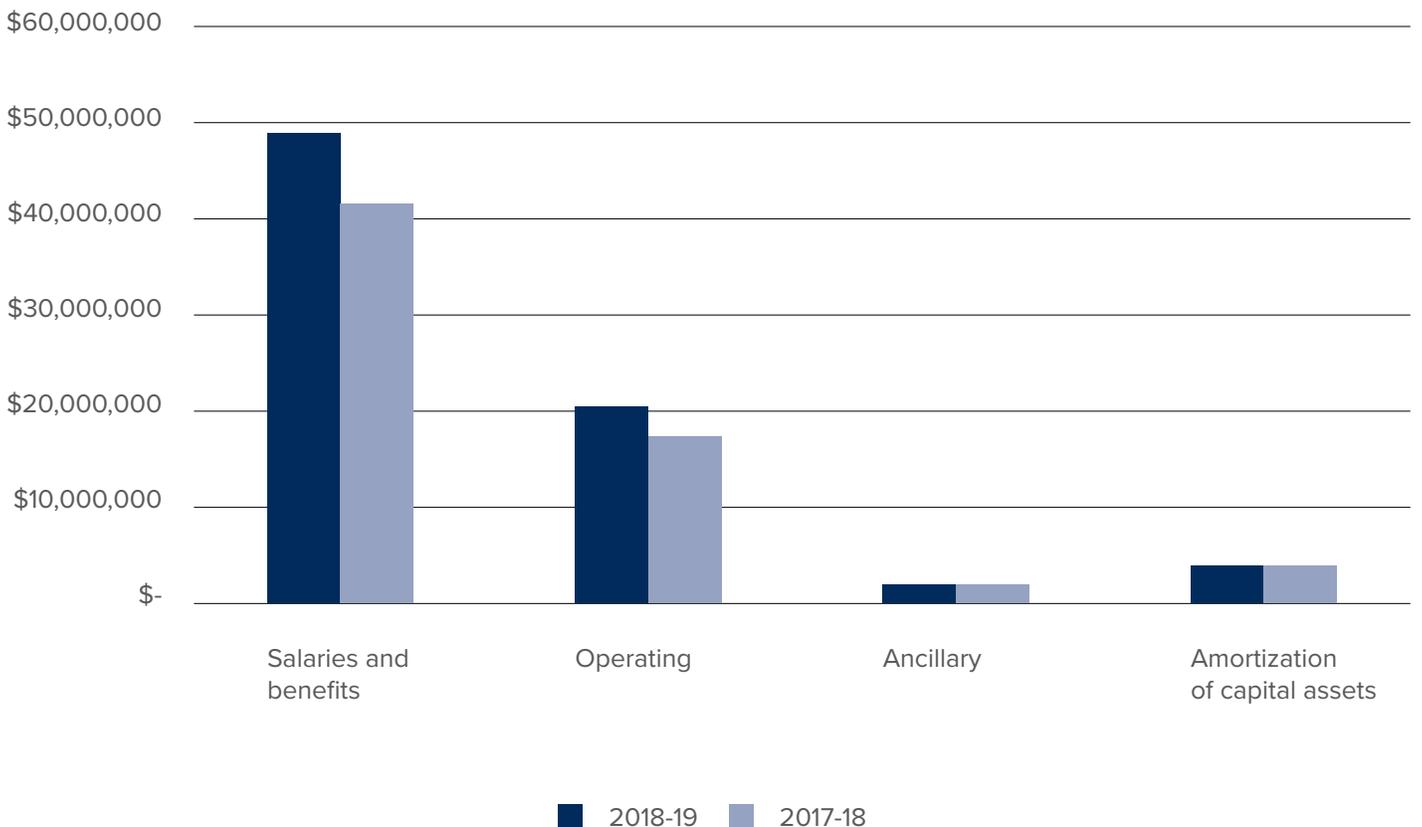
Increased by \$2.37M compared to 2017-18, driven by increases to a wide variety of expenses, including international agent fees, insurance, and utilities/maintenance.

Ancillary Operations:

Increased by \$0.14M compared to 2017-18.

Amortization of Capital Assets:

Increased by \$0.22M compared to 2017-18.



Appendix A: 2018/19 Consolidated Financial Statements

Loyalist College of
Applied Arts & Technology
Consolidated Statement of
Financial Position as at
March 31, 2019

	March 31, 2019	March 31, 2018
ASSETS		
Current		
Cash	22,027,409	11,960,195
Accounts receivable	1,979,292	2,072,067
Grants receivable	1,302,716	1,236,255
Inventory	54,196	50,410
Prepaid expenses	1,056,460	853,935
Current portion of pledges receivable	416,430	171,430
	26,836,503	16,344,292
Capital Assets (net)	43,319,221	42,272,830
Other Assets (Net)		
Accounts receivable - long term portion	13,600	17,000
Pledges receivable	68,845	231,441
Investments	11,287,344	10,746,853
	11,369,789	10,995,294
	81,525,513	69,612,416
LIABILITIES		
Current		
Accounts payable and current liabilities	7,044,463	7,775,000
Accrued vacation entitlement	3,174,694	3,083,233
Grants refundable	223,569	202,329
Deferred revenue	10,201,758	6,300,411
Current portion long term debt	1,069,816	1,049,253
	21,714,300	18,410,226
Long Term		
Term loans payable	4,702,684	5,772,500
Accrued future employee benefits and compensated absences liabilities	3,120,481	3,017,964
Deferred capital contributions	29,688,578	29,729,848
	37,511,743	38,520,312
NET ASSETS		
Investment in capital assets	9,523,008	6,837,650
Endowments	10,860,412	10,244,430
Internally restricted	3,693,819	4,389,866
Unrestricted deficiency	(2,584,989)	(9,523,753)
	21,492,250	11,948,193
ACCUMULATED REMEASUREMENT GAINS	807,220	733,685
	81,525,513	69,612,416

Loyalist College of Applied Arts & Technology Revenue and Expenditure Summary for the Year Ended March 31

	2019	2018 (Restated)
REVENUE		
MTCU and other government grants	38,946,455	34,034,032
Amortization of deferred capital contributions	2,178,178	2,013,667
Tuition fees	28,268,959	19,504,114
Non-tuition incidental fees	4,355,790	3,576,338
Ancillary	3,391,237	3,331,402
Other revenue	6,512,508	4,996,056
Total Revenue	83,653,127	67,455,609
EXPENDITURES		
Salaries and benefits	49,032,146	41,604,334
Transportation and communication	1,581,722	1,436,146
Contracted services and fees	7,422,653	6,186,931
Maintenance, utilities, and property taxes	3,911,730	3,412,501
Supplies and minor equipment	3,346,071	2,926,532
Ancillary	1,855,223	1,714,101
Amortization of capital assets	3,470,470	3,250,534
Insurance, interest, and bank charges	1,199,760	985,507
Scholarships, bursaries and other student assistance	1,500,679	1,600,365
Other expenditures	1,178,203	1,227,321
Total Expenditures	74,498,657	64,344,272
Net Operating Surplus (Deficit) for the year	9,154,470	3,111,337

Appendix B:

Governance and 2018/19

Board of Governors

Loyalist College of Applied Arts and Technology is overseen by a Board of Governors composed of members from the community at large and College employees, and supported by College administration. It is comprised of 13 external governors (appointed) and four internal governors (elected from within the College representing students, academic, administrative and support staff). The College President is an ex-officio member of the Board. The Board of Governors for the College is a governing board, not a management board. The Board is responsible for defining the role and mission of the College and, thereby, setting the strategic directions for the College to achieve. The Board has responsibility for fiduciary oversight and institutional performance. All of its decisions and policies are made in the best interest of the institution, not for particular constituents.

Board of Governors

Chair, Bob Forder, Carrying Place

Mr. Forder was appointed to the Board of Governors in 2015 to complete the term of a previous governor, and was reappointed in 2016 for a three-year term. Mr. Forder served on the Academic, Student Affairs and Advocacy Committee in 2015/16 and 2016/17. In June 2017, Mr. Forder was elected as Chair of the Board of Governors for the 2017/18 term, and was re-elected in June 2018 to serve this role for the 2018/19 term. In addition to serving as Chair of the Board, he also chaired the Executive Committee and served as a member of the Nominating Committee, the Board By-Laws and Policies Committee, and The Loyalist College Foundation Board. He will be the Board's Liaison member on the College's Construction Committee. Mr. Forder joined the City of Quinte West in 2013 as Manager of Buildings and Facilities. Prior to his employment with the City of Quinte West, Mr. Forder was the Lean Coordinator at Kennametal Stellite (formerly Deloro Stellite Inc.) for over six years with a previous 21-plus years with Linamar Corp. He has held many positions in manufacturing and supports the community through volunteering. He is Past Chair and current Steering Committee member of the Quinte Manufacturers Association, Past Director of the Belleville Chamber of Commerce representing Industry, and is a member of the Manufacturing Engineering Technician, Mechanical Techniques, and the Welding Techniques Advisory Committees at Loyalist College. Mr. Forder graduated with Honours from Loyalist in 1988 with a Data Processing diploma (IT Designation).

Past Chair, June Hagerman, Stirling

Ms. Hagerman was appointed to the Board in 2012 and in 2015 was reappointed for a second three-year term. Ms. Hagerman served as a member of the Academic, Student Affairs and Advocacy Committee for 2012–2013 and 2013–2014, and was elected as Chair of the Academic, Student Affairs and Advocacy Committee for 2014–2015. During the 2014–2015 term, she also served as a member of the Executive Committee, the Nominating Committee, the Board By-Laws and Policies Committee, and was a member of The Loyalist College Foundation Board. In June 2015, Ms. Hagerman was elected as Chair of the Board of Governors for the 2015–2016 term, and was re-elected in June 2016 to serve this role for the 2016/17 term. As Chair of the Board, she also chaired the Executive

Committee, the Nominating Committee, the Board By-Laws and Policies Committee, and was a member of The Loyalist College Foundation Board. For the 2017/18 term, Ms. Hagerman served as Past Chair for the Board of Governors, as a member of the Executive Committee, the Board By-Laws and Policies Committee and as a member of the Academic, Student Affairs and Advocacy Committee. She continued in that capacity for 2018/19. Ms. Hagerman retired from the Hastings and Prince Edward District School Board (HPEDSB) in 2007 after a 31-year career in education. She worked in the secondary school panel as a special education teacher, special education resource teacher, interdepartmental special education head, a secondary school vice-principal, as well as serving as a system-wide Special Education Coordinator. Following her retirement, Ms. Hagerman continues in an occasional role with the HPEDSB by preparing funding applications to the Ministry, interviewing teacher candidates and delivering behaviour management workshops. Ms. Hagerman is a graduate of the University of Toronto, holding an Honours Bachelor of Physical and Health Education and a Bachelor of Education degree.

Vice Chair, David Allen, Belleville

Appointed to the Board in 2015, Mr. Allen has served as a member of the Academic, Student Affairs and Advocacy Committee for the 2015/16, 2016/17 and 2017/18 terms. In June 2018, Mr. Allen was elected as Vice Chair of the Board of Governors for 2018/19. In this role, Mr. Allen will serve as a member of the Executive Committee, the Nominating Committee and the Board By-Laws and Policies Committee. Mr. Allen has served the YMCA organization for 33 years, beginning in Peterborough and Ottawa. In 1997, he was appointed Chief Executive Officer in Sault Ste. Marie, followed by Regional Director in Belleville and Quinte. He served as the Interim Chief Executive Officer in Brockville in 2011 and was the Vice President of Operations for the YMCA of Central East Ontario until assuming his current role of President and Chief Executive Officer in 2016. Mr. Allen has significant board experience as a Board of Directors provides governance at each YMCA facility. Mr. Allen graduated from Algonquin College in 1985 with a Recreation and Facilities Management diploma and, in 1995, completed the Management, Leadership and Decision Making program through the University of Ottawa. Since then, he has also completed numerous work-related training and development courses. Mr. Allen has strong affiliations with many community groups but may be best known as the Chair for the Rotary Club of Belleville and two very successful United Way campaigns in the Quinte area (2011 and 2012). He is a member of the Loyalist College Recreation and Leisure Services – Sports/Fitness and Health Promotion Program Advisory Committee.

Vice Chair, Tim Farrell, Belleville

Mr. Farrell joined the Board in 2015 and was reappointed for a second three-year term in 2018. He served as a member of the Finance, Corporate Services and Governance Committee as well as the Audit Committee during those three years. In June 2018, Mr. Farrell was elected as Vice Chair of the Board of Governors for 2018/19. In June 2015, Mr. Farrell was elected as Chair of the Finance, Corporate Services and Governance Committee for the 2016/17 term, and was re-elected in that role for 2017/18. In addition to serving as Chair of this Committee, Mr. Farrell will also serve as a member of the Executive Committee, the Nominating Committee, the Board By-Laws and Policies Committee and the Audit Committee. Mr. Farrell has been employed by the Royal Bank of Canada since 2005. Recently, he transitioned out of the Investment and Retirement Planning role that he had held for the previous 12 years. He now runs his own wealth management practice under the RBC Dominion Securities banner. Prior to arriving at RBC, Mr. Farrell worked as a Financial Advisor with CIBC Imperial Service in Kingston and Toronto. In 2002, he became licensed as a Certified Financial Planner. Mr. Farrell graduated from the University of Western Ontario in 1996 with a Bachelor of Arts and an Honours Specialization in Sociology degree, and completed the Human Resource Management post-diploma program at Seneca College in 1998. Support of community and volunteerism are important to Mr. Farrell. Most recently, he served five years on the Belleville Chamber of Commerce board, serving as a Director, President and Past President. He is also the current President of the Belleville Sales and Advertising Club, served on the Special Events Committee of the Belleville Downtown Improvement Association, and was a member of the Festival of Trees Gala Committee.

Governor, Cindy Brandt, Stirling

Appointed to the Board in 2016, Ms. Brandt has served as a member of the Finance, Corporate Services and Governance Committee for the 2016/17 and 2017/18 terms. Ms. Brandt is Chief Executive Officer of the Caressant Care Retirement and Nursing Home in Marmora, a position that she has held for the past seven years. Throughout her extensive 30-year career in health care, Ms. Brandt worked in various management roles and led clinical education, including the Regional Paramedic Program for Eastern Ontario (RPPEO). She graduated from Loyalist College's Nursing program and St. Lawrence College's Occupational Health Nurse program. Ms. Brandt is an active volunteer on the Health Team Committee Advisory Boards for Madoc, Marmora and Stirling-Rawdon, and is a representative on the Palliative Care Steering Committee for the South East Local Health Integration Network (LHIN). In 2012, Ms. Brandt chaired the Stirling-Rawdon

Hockeyville Committee, overseeing the community's successful submission to the Kraft Hockeyville program, which secured \$100,000 in upgrades to the Stirling Arena and the privilege of hosting an NHL exhibition game. In 2012, Ms. Brandt received the Loyalist College Hugh P. O'Neil Outstanding Alumni Award, which recognizes a graduate who has made an exceptional contribution to his or her community through professional, community leadership or volunteer service. That year, she also received the Queen Elizabeth Jubilee Award for recognition of outstanding achievement in Canada.

Governor, Pam Jolliffe, Milford

Ms. Jolliffe is an experienced executive with a demonstrated history of working in non-profit organizations. She has advocacy, governance, management and policy skills, and has strong connections in a variety of sectors including youth services, mental health, homelessness and poverty. Currently, Ms. Jolliffe is the Principal of P. Jolliffe and Associates. During her 30-year career, she has served as Interim Executive Director with Food Banks Canada; President and CEO of Boys and Girls Club of Canada/Boys and Girls Clubs of Canada Foundation; Executive Director of Fred Victor Centre; and as the Director of Planning and of Adult Services at St. Christopher House. Ms. Jolliffe received a Bachelor of Arts Honours from York University and a Master of Education (Counselling Psychology) from the University of Toronto. She has served on several non-profit boards, including St. Michael's Hospital, the Ontario Non-Profit Housing Association, and the Centre for Addictions and Mental Health (CAMH).

Governor, Sara Kelleher, Frankford

Ms. Kelleher was elected by Support staff colleagues in April 2014 and was acclaimed to serve a second three-year term in 2017. Ms. Kelleher was a member of the Academic, Student Affairs and Advocacy Committee in 2014/15 and a member of the Finance, Corporate Services and Governance Committee from 2015 to the end of 2018 term. Ms. Kelleher has been affiliated with the School of Continuing Education since 2008, when she was first hired as a work study student as a Night School Clerk, later as a Summer Camps Facilitator Camp Assistant, and then progressive permanent roles such as OntarioLearn Technician, OntarioLearn Exam Specialist, Health Studies and Developmental Services Worker Clerk, Off-Campus Coordinator and Information Specialist. Ms. Kelleher's current position is Coordinator of the Loyalist College Pathway program. Ms. Kelleher graduated from the Radio Broadcasting program at Loyalist in 1999, and returned in 2007 to complete the three-year Business Administration diploma program as well as the Human Resources Management certificate program. Ms. Kelleher is the Chief

Steward for Support Staff OPSEU Local 421 and is Chair of College Council.

Governor, David MacKinnon, Wellington

Mr. MacKinnon was appointed to the Board in 2014 and reappointed for a second three-year term in 2017. He has been a member of the Finance, Corporate Services and Governance Committee for the past three years (2014/15, 2015/16 and 2016/17), and the Audit Committee for two of those three years. For the 2017/18 term, in addition to his continued service to the Finance, Corporate Services and Governance Committee, Mr. MacKinnon chaired the Audit Committee, a position that he has held since 2015. Mr. MacKinnon served as CEO of the Ontario Hospital Association and the Ontario Development Corporation. He has also served in senior capacities in the Bank of Montreal, the Ontario Department of Finance and the Nova Scotia Department of Development. In recent years, Mr. MacKinnon served as a member of the governing Council of the Ontario College of Physicians and Surgeons and as Chair of West Park Health Centre, a Toronto rehabilitation hospital. He currently serves on the Canadian Standards Association Board and as Vice Chair of the Quinte Health Care Board. A native of Prince Edward Island, Mr. MacKinnon holds a B.A. (Honours Economics) from Dalhousie University and an M.B.A. from York University. He has also studied at Harvard University, the European Institute of Business Studies and Oxford University as a Centennial Fellow, sponsored by York University and the CIBC.

Governor, Sandra Maracle, Tyendinaga

Appointed to the Board in 2013 and reappointed in 2016 for a second three-year term, Ms. Maracle has served as a member of the Academic, Student Affairs and Advocacy Committee for four terms (2013/14, 2014/15, 2015/16 and 2016/17). In June 2015, Ms. Maracle was elected as Vice Chair of the Board of Governors for 2015/16, and continued in that role for two additional years following her re-election in June 2016 and June 2017. As Vice Chair of the Board, Ms. Maracle served as a member of the Executive Committee, the Nominating Committee, and the Board By-Laws and Policies Committee. Ms. Maracle has 20 years of experience in education having served the roles of Post-Secondary Education Assistant and Post-Secondary Education Program Manager with the Mohawks of the Bay of Quinte. Ms. Maracle works directly with students providing career and personal counselling, ensuring student success in their chosen field of study; assists in the development and delivery of specialized Native programming; and manages the Post-Secondary Education Program budget. She is responsible for liaising with funding and support service agencies and with various colleges and universities. Ms. Maracle represents

the Mohawks of the Bay of Quinte on educational advisory committees. Ms. Maracle is a graduate of the Social Services Worker program at Loyalist College.

Governor, Jennifer May-Anderson, Belleville

Ms. May-Anderson is the Executive Director of Hospice Quinte, a position she accepted in 2017. As Executive Director, Ms. May-Anderson is responsible for leadership/management, communications and public relations, fund development and marketing, Board support, and governance. Prior to this appointment, Ms. May-Anderson served as the Communications Manager for Quinte Conservation from 2008–2017, Operations Supervisor with B-Line Distribution, Dispatcher with Kingsway Transport, Systems and Procedures Coordinator with Meyers Transport, and as Dispatcher with International Truckload Services. Ms. May-Anderson is a 1996 graduate of Loyalist College, having earned a diploma in Broadcast Journalism. She is an active member of the Public Relations Program Advisory Committee at Loyalist and is pursuing a Bachelor of Professional Arts in Communication Studies through Athabasca University.

Governor, Kevin Narraway, Port Hope

Mr. Narraway is Manager, Marketing and Tourism for the Municipality of Port Hope and has a background in business development, sales, marketing and advertising. Prior to joining the Municipality of Port Hope in 2015, Mr. Narraway served as the Business Development Officer for the Town of Cobourg, as a consultant with Fanfare Concepts in Toronto, and as Account Director with Collective Marketing and Advertising in Toronto as well as with Echo Advertising in Toronto. As the Business Development Officer for the Town of Cobourg, Mr. Narraway worked with business leaders, politicians and community activists to lead the Downtown Vitalization Project; this initiative focused on revitalizing the central downtown business district and on developing a manufacturing attraction strategy for the Town of Cobourg. Mr. Narraway earned a Journalism diploma from Durham College, a Business Writing certificate from the Institute of Canadian Advertisers, a Personal Trainer – CanFit Pro certificate from Ryerson University, and an Introduction to Quark certificate from Loyalist College.

Governor, Jacinta Obasohan, Belleville

Ms. Obasohan is a second-year Customs Border Services student and was elected by Loyalist students to serve on the Board of Governors for the 2018/19 term. Following her graduation from the Pearson Adult and Career Centre in Montreal, Quebec, Ms. Obasohan enrolled in the Nursing program offered by Dawson College. Volunteerism is very important to Ms. Obasohan, who has been involved with many different volunteer opportunities

prior to, and since, attending Loyalist. While attending Dawson College, Ms. Obasohan volunteered at various hospitals and volunteered for two years at Maimonides Geriatric Care in Montreal. Since joining Loyalist, she has supported the Quinte Regional Science and Technology Fair and has volunteered at Quinte Immigration Services. Relevant to her program and future career, Ms. Obasohan volunteers at the York Regional Police as crowd control support.

Governor, Bhavik Patel, Belleville

Mr. Patel was elected to the Board of Governors by faculty staff colleagues in April 2014 and was re-elected in 2017 to serve a second three-year term. He has been a member of the Academic, Student Affairs and Advocacy Committee since joining the Board. Mr. Patel served as a member of The Loyalist College Foundation Board from 2014–2017. Mr. Patel graduated in 2001 from Ryerson Polytechnic University with a Bachelor of Science in Nursing. He joined the College in 2013 and teaches in the Practical Nursing program, School of Health, Human and Justice Studies. Mr. Patel has been an active member of the College having participated in College Open House events, in weekly professional development workshops organized by the Office of Teaching and Learning, in the Program Quality Approval process for the Practical Nursing program, in program advisory committee meetings, and as a member of Loyalist's Orientation Committee. Prior to joining Loyalist, Mr. Patel taught part time at Humber College and worked at St. Joseph's Health Centre as the Team Leader for Child and Adolescent Mental Health and at Humber River Regional Health Centre (Child and Adolescent Mental Health) and Rouge Valley Health System (Child and Adolescent Mental Health). He is a member of the College of Nurses, Pediatric Mental Health Advisory Group.

Governor, Jim Pine, Belleville

Mr. Pine was appointed to the Board in 2016 and has served as a member of the Finance, Corporate Services and Governance Committee for the past two years. Mr. Pine is Chief Administration Officer (CAO) for the County of Hastings, comprised of 14 member municipalities, stretching almost 160 kilometres from the Bay of Quinte to Algonquin Park. Based in Belleville, he is responsible for all business affairs and Hastings County services, including procurement; emergency; long-term care; community; and human. Through a management team of six department heads and the Deputy Clerk, Mr. Pine ensures the efficient and effective operation of all departments, comprising approximately 850 employees. He directs the preparation of plans submitted to County Council and once approved, works closely with the Warden and County Council to supervise the implementation of programs to enhance County services, property and facilities. Prior to his

appointment in 2002, Mr. Pine served as Regional Director for the Ministry of Municipal Affairs and Housing in Kingston, CAO for the City of Quinte West, and CAO for the Township of Sidney, among other local government positions. Mr. Pine graduated from Queen's University with a Master of Public Administration (MPA) and a Bachelor of Arts Honours degree. He has significant board experience as a member of the Local Authorities Services (LAS) Board of Directors since 2005, and past Secretary-Treasurer of the Executive Board of the Association of Municipalities of Ontario, and member of the Municipal Property Assessment Corporation Board of Directors.

Governor, Mary Lynn Rutledge, Maynooth

Appointed to the Board in 2013 and reappointed in 2016 for a second three-year term, Ms. Rutledge has served as a member of the Finance, Corporate Services and Governance Committee since joining the Board. She was elected and served as Chair of the Finance, Corporate Services and Governance Committee for two terms (2014/15 and 2015/16). As Chair of the Committee, she also served as a member of the Executive Committee, the Nominating Committee, and the Board By-Laws and Policies Committee. Ms. Rutledge has been a member of the Audit Committee since 2014. In June 2018, Ms. Rutledge was elected as Chair of the Finance, Corporate Services and Governance Committee for 2018/19. Ms. Rutledge is Executive Director, Community Futures Development Corporation of North and Central Hastings and South Algonquin, and has 10 years of experience with Community Futures. She held management positions during those years and worked directly with provincial and federal government representatives. Prior to joining Community Futures, Ms. Rutledge held the position of Personal Banking Officer, Scotiabank for 15 years. Ms. Rutledge's responsibilities at Community Futures include the development of business plans; budget management; management of lending portfolios; and researching, analyzing, identifying and implementing program and service enhancements that meet the needs of her clients; as well as human resources and office management responsibilities. Ms. Rutledge is a graduate of the Culinary Management program of George Brown and is a long-time resident of the North Hastings area.

Governor, Lisa Sinclair, Belleville

Ms. Sinclair was elected in 2018 by the College's Administrative constituency members as the Administrative member on the Board for a three-year term. Ms. Sinclair joined the College in 2012 as the Administrative Project Coordinator working on a project related to the College's Program Quality Assurance Process Audit (PQAPA). Prior to joining Loyalist, Ms. Sinclair worked at The Solski Group as the Marketing

Coordinator and Executive Assistant to the President; as the Assistant Editor with The Medical Post; the Production Manager (Healthcare and Financial) at Rogers Publishing; and as Production Coordinator and Editorial Secretary with Ontario OUT of DOORS magazine. Ms. Sinclair graduated from the Print Journalism program at Loyalist in 2001 and is currently working towards a Bachelor of Professional Arts in Communication Studies from Athabasca University. She supports the community through volunteering and, since 2011, has supported Volunteer and Information Quinte as a choreographer in their fundraising event Dancing with the Stars Quinte.

President and CEO, Ann Marie Vaughan

Dr. Ann Marie Vaughan began her position as President and Chief Executive Officer at Loyalist on November 7, 2016. Prior to that date, the Board of Governors unanimously approved the hiring of Dr. Vaughan at their October 13, 2016 Board of Governors meeting. Dr. Vaughan was the President and Chief Executive Officer for the College of the North Atlantic, located in Newfoundland and Labrador, from 2011–2016. The College consists of 17 campuses, an annual budget of \$140M, 9,000 full- and part-time students, 17,000 continuing education students and 1,200 employees. She was recognized as a Top 50 CEO in Atlantic Canada in 2015. Prior to her position at the College of the North Atlantic, Dr. Vaughan was the Director for Distance Education and Learning Technologies at Memorial University, serving in that role from 2001 – 2011. She holds a Bachelor of Arts and a Bachelor of Education from Memorial University; certificates in Public Administration and Business from Memorial University; a Master of Arts in Higher Education from the University of British Columbia, and a Masters certificate in Project Management from York University/Memorial University. Continuing on her lifelong learning journey, in 2015, Dr. Vaughan received her doctorate in higher education leadership from the University of Calgary. On April 11, 2018, Dr. Vaughan was appointed to serve as an Honorary Colonel in the Royal Canadian Air Force and is affiliated with 426 Training Squadron, 8 Wing, CFB Trenton in this capacity until 2022.

Appendix C: Advisory College Council Report

In the Ministry Policy Binding Directive - Governance and Accountability Framework, under Advisory College Council, the Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide means for students and staff of the College to provide advice to the President on matters of importance to students and staff. The Board of Governors is to ensure that the structure, composition, terms of reference and procedures for the Council are established in by-law.

During the 2017/18 academic year, Loyalist College revisited the Council's mandate to maximize its impact on College matters and target the advice that is provided to the President. Moving into the new fiscal year, the mandate of Loyalist College Council is to represent the College community in providing timely advice to the President on issues that are of College-wide significance. The Council, which is not a decision-making body, will advise on means to strengthen the College's Key Performance Indicators and identify operational policy gaps. The Council will meet twice a year and will broadly represent the composition of the College community.

Appendix D: Summary Of Advertising and Marketing Complaints

For the period April 1, 2018 to March 31, 2019, there was one complaint received from a member of the public regarding the legibility and relevance of one of Loyalist's interior bus advertisements. Given the feedback, the advertisement was updated and replaced.



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