

Algoma

UNIVERSITY



**Reflecting on our progress (2018-20),
setting the stage for the future**

JANUARY 2020 PRESIDENT'S SPECIAL REPORT





PRESIDENT'S MESSAGE

"None of us, including me, ever do great things. But we can all do small things with great love, and together we can do something wonderful."

Mother Teresa

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

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

The intent of the January 2020 *Special Report* is to showcase the progress our community has made in each priority area, and to frame the next stage of planning and strategic development for the University. Once again, Senate Executive and Administration will join the Board in their February retreat as we consider 2020-2021 and beyond.

As we move into this next decade, we will use the input of the community derived through the recent development of the *Campus Master Plans*, *Economic Impact Studies*, *Strategic Mandate Agreement 3* and the *Strategic Enrolment Management Strategy*. These foundational documents will provide us with what we need to move from dealing with immediate fiscal and sustainability concerns marked by swift decision making and rapid change, to a longer term outlook and strategy for the organization. As we move into 2020, we will use our internal processes to determine next steps regarding the academic and research plans.

I hope you enjoy reading through the Special Edition of the President's Report 2020. Words cannot express the gratitude I have for all students, staff, faculty and community partners who have embraced this exciting period of transformation at Algoma University. The talent and collective resolve exhibited by the entire community has been outstanding.

Chi-Miigwech - thank you!

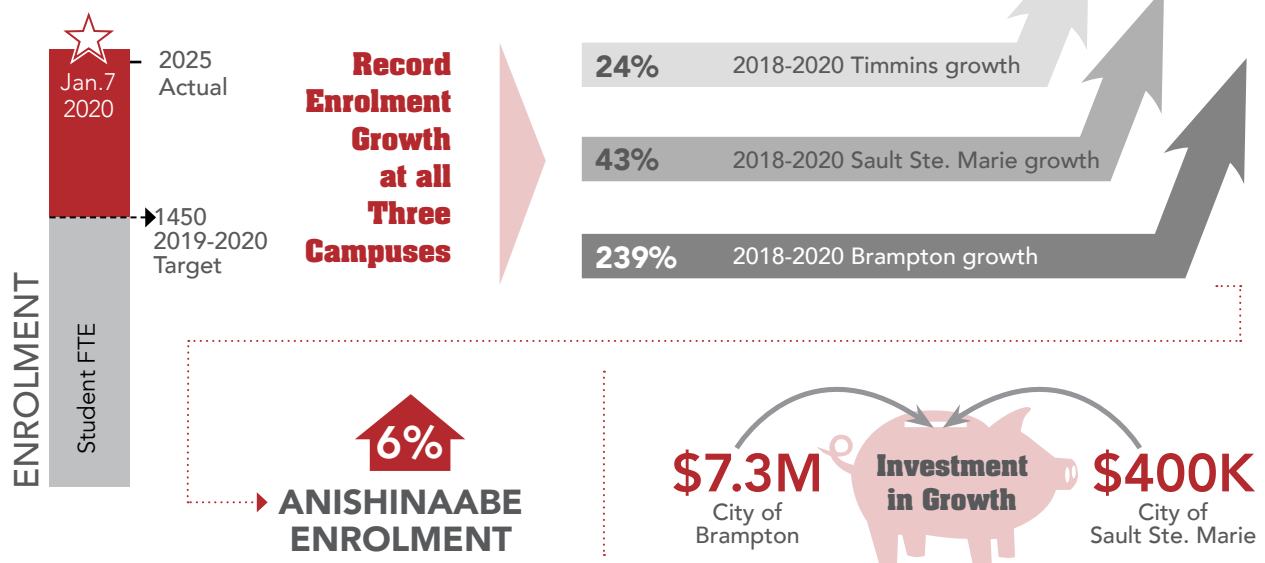
Asima Vezina,
President and Vice Chancellor



INCREASING ENROLMENT ON ALL THREE CAMPUSES THROUGH ENHANCED STRATEGIC ENROLMENT MANAGEMENT PRACTICES

- Strategic Enrolment Management (SEM) plan with clear strategies for achieving enrolment targets: 1450 FTE (2019/20); 1800 FTE (2020/21); 3000 FTE stretch target
- Diversify international enrolment across 5 key international markets
- Expand academic programming in Brampton - growth to 1000 FTE by 2023

► What we've accomplished...



What's Next?

- Refine SEM Plan
- Increase academic programming in Brampton
- Diversification of international enrolment
- eLearning strategy
- Collaboration with Shingwauk Kinooomaage Gamig (SKG) to grow Anishinaabe enrolment
- Implement and monitor retention strategy
- Refine College pathways & partnerships
- Program expansion in Timmins
- Explore new program areas

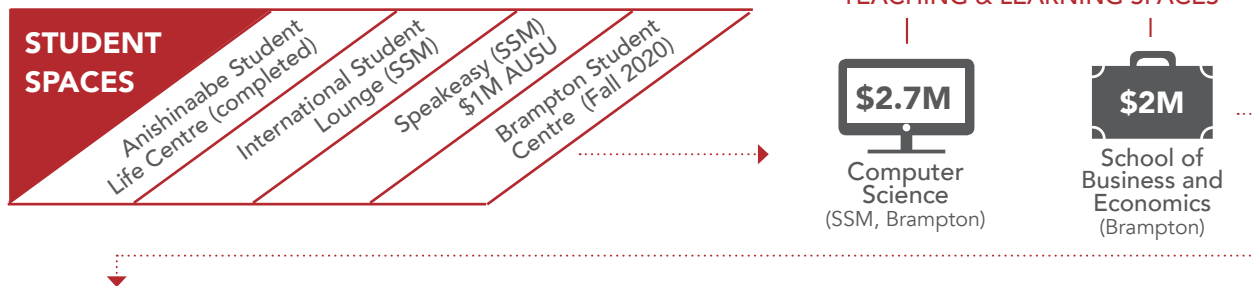


PRIORITY
#2

ENHANCING OVERALL STUDENT EXPERIENCE

- Vibrant academic programs
- *Campus Master Plan* - bold re-envisioning of space
- All-in-one seamless student supports and services - 'one stop shop'
- Welcoming, inclusive, safe classrooms and campuses

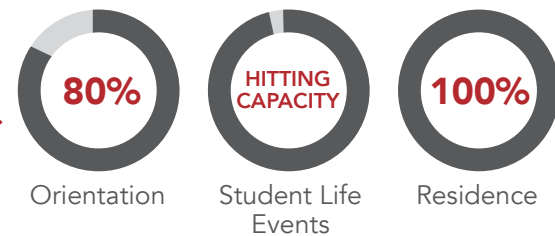
What we've accomplished...



STUDENT SUCCESS CENTRAL

OPERATIONAL (FALL 2018)
RENOVATIONS PLANNED (2020-21)

STUDENT PARTICIPATION



What's Next?

- *Campus Master Plan* - implementation strategy
- Deepening our focus on diversity, equity and inclusion
- Student success strategy refinement
- Internationalization, Indigenization
- Shingwauk Kinooomaage Gamig (SKG) partnership and collaboration
- Housing strategy
- Food services and student food security



PRIORITY
#3

MOVING FORWARD WITH INSTITUTIONAL COMMITMENTS TO TRUTH AND RECONCILIATION AND THE UNIVERSITY'S SPECIAL MISSION

- Build and strengthen community relationships
- Integrate seven Grandfather Teachings
- Position Algoma U and partners Shingwauk Kinoomaage Gamig (SKG), Shingwauk Education Trust (SET) and Children of Shingwauk Alumni Association (CSAA) as national leaders in truth, healing and reconciliation

► What we've accomplished...



SCHOLARSHIP
TED NOLAN FOUNDATION



ACADEMICS



NATIONAL PROFILE Expanding Recognition:

- Universities Canada Reconciliation Forum (2019)
- Gathering at the Rapids Pow Wow
- Taking Care of our Land Symposium
- School board partnerships & programming
- Anishinaabe Inendamowin Research Symposium

What's Next?

- Proposal submitted (SKG/AU/Sault Area Hospital) - Northern Ontario Institute for the Prevention and Treatment of Mental Illness and Addictions
- 50th Anniversary of residential school closure (July 1-3, 2020)
- Expand SHIFT training
- Expand Shingwauk Residential School Centre (SRSC) facilities & archival space
- Work in partnership with CSAA executive and SRSC to complete Shingwauk Hall MAP grant projects
- Continued SKG collaborative programming



PRIORITY
#4

ENHANCED WORKPLACE READINESS AND INCREASED EXPERIENTIAL LEARNING OPPORTUNITIES FOR STUDENTS

- Develop, evaluate and improve signature EL programming for all campuses
- Nurture partnerships with faculty and employers to build quality and breadth of opportunity for students
- Expand the quality and quantity of course-based EL in all disciplines
- Develop outcome-based action plans for graduate employment, recruitment, and retention

► What we've accomplished...

5 NEW **FOR-CREDIT**
internship courses

8 NEW **PARTNERS**
International University

200+ **STUDENTS**
Participated in NEW
course-based EL projects

22%▲
**STUDY ABROAD
PLACEMENTS**

CO-OPERATIVE EDUCATION & INTERNSHIP COURSES APPROVED IN BRAMPTON



**GREAT LAKES
INTERNATIONAL
SUMMER MUSIC
INSTITUTE**
July 2019

\$93K AMC

**\$250K RBC
FUTURE
LAUNCH**
Career Link
program




What's Next?

- Create more opportunities for more students
- Support faculty to develop course-based EL
- Roll out new EL matching technology
- Align EL tracking with SMA3 requirements/metrics
- Strategically engage key external partners (projects and job development)



PRIORITY
#5

OPERATIONAL EXCELLENCE OVERVIEW (NEW - 2019)

-  Operational and procedural review to improve efficiency
-  Enhance financial accountability
-  Organizational culture

► What we've accomplished...

ORGANIZATIONAL CULTURE

LEADERSHIP DEVELOPMENT



INITIAL ACADEMIC
ADMINISTRATION
REORGANIZATION

NEW LEADERSHIP MODEL

ENHANCING
FINANCIAL ACUMEN

OPERATIONAL AND FINANCIAL IMPROVEMENTS

2019-20 operating plan above budget



Created Responsibility Centered Management (RCM) budget model



Database developed to enhance University records maintenance



Completion of Economic Impact Studies and Campus Master Plan



What's Next?

- Information Systems Modernization Strategy: Student Services, Human Resources, Finance
- Long term capital plan
- Operational efficiency review
- Risk management plan
- Introduction of the LEAN philosophy
- Implementation of the RCM budget model
- Investments in growing academic programs
- New program for future leaders (succession planning)
- Continue focus on culture and communications





AWARDS

- 2018-2019** Ontario Historical Society's Indigenous History Award:
"Reclaiming Shingwauk Hall" exhibition project team.
- 2019** Sault Ste. Marie Police Community Services Appreciation Award - SHIFT
- 2019** Finalist, SSMARt Innovation Award, Project of the Year:
Reclaiming Shingwauk Hall exhibition programming
- 2019** Municipal Heritage Award, Sault Ste. Marie, Ontario:
Shingwauk Residential Schools Centre exhibitions and programming.
- 2019** Finalist, Governor General's History Award for Excellence in Community
Programming for "Reclaiming Shingwauk Hall" project.
- 2019** Sault Ste. Marie Chamber of Commerce Diversity Award
- 2019** Rotary Community Day Parade - Best Corporate Entry
- 2019** Lung Association Festival of Trees - People's Choice Award
- 2020** Shortlisted, Soft Power Destinations of the Year, Best Soft Power Cultural
Organizations Award. Part of the Leading Culture Destinations Awards.
(Award for Shingwauk Residential Schools Centre programming)

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