

JUNE 2020  
Annual General Meeting

# PRESIDENT'S ANNUAL REPORT

Algoma  
UNIVERSITY





## PRESIDENT'S MESSAGE

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### *'Reflecting on our progress, setting the stage for the future'*

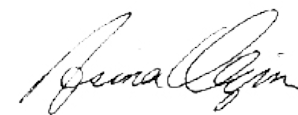
This is an exciting time for Algoma University as we move through this period of transformational change. We are experiencing unprecedented and record growth, we are moving forward with new academic and research programs on all three expanding campuses and in partnership with the communities we serve, we are making significant investments in capital projects and infrastructure. Currently, we welcome a growing Indigenous presence, increased local enrolments and representation from over 50 countries; this brings a beautiful and rich diversity to our community and to our classrooms. The future is bright for Algoma.

The intent of the AGM President's Report is to share with the community the progress Algoma University has made toward achieving the outcomes of the strategic plan as well as clearly articulating the strategic priorities and expected outcomes for the upcoming year. While the current pandemic and its impact have caused us to reconsider some strategies, we are confident that through this crisis will also come tremendous learning and new opportunities - and we are ready. Our investment in long-term planning through the campus master planning exercise embarked on this year, as well as our focus on long-term sustainability planning through formal strategic planning retreats with Board and Senate members have positioned us well for the future.

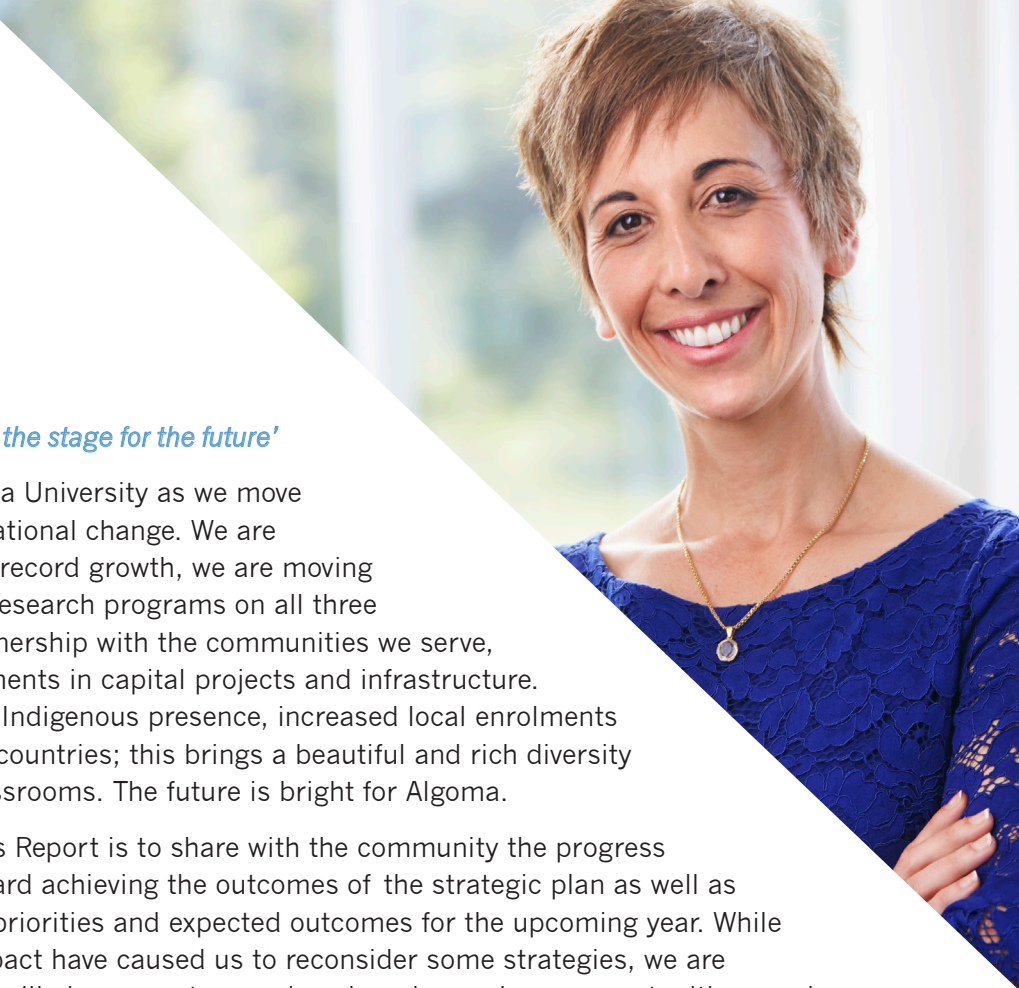
As we continue to transition into the 2020-21 academic year, our efforts will align with the newly refined strategic priorities established during the Board-Senate retreat held this past February. The details of these priorities and associated sub-priorities are outlined within the body of this month's report. Regular updates on key metrics and related progress will be provided throughout the year.

In closing, I want to take a moment to thank all members of the Board of Governors as well as the Senate, AUSU and SASA Executives for their leadership this past year. Together we have successfully managed a number of unexpected challenges, exhibiting resilience and an unrelenting commitment to student success. I look forward to continued progress during the months and years ahead - together, we are making a positive difference in the lives of our students and the communities we serve.

*Chi-Miigwech - thank you!*



Asima Vezina, President and Vice-Chancellor



# 2019-20 Strategic Priorities Progress Highlights

SUCCESSFUL transition to  
**VIRTUAL**  
STUDENT SUPPORTS

**STUDENT EXPERIENCE**  
  
A RECORD **5** VARSITY WRESTLERS  
Compete at Provincial Championships  
Earned bronze medal

**200+ RECORD**  
students participate in  
Ski, S'mores and More!

Successful Host of  
**2020 OUA**  
NORDIC SKI  
Championships

**227+ STUDENTS**  
supported through COVID  
Student Emergency Fund

**STRATEGIC ENROLMENT MANAGEMENT**

**1<sup>ST</sup>** TIME IN HISTORY  
OVER **2000** STUDENTS

**100+**  
HIGH-QUALITY  
courses developed  
for remote delivery

**223%**   
BRAMPTON  
ENROLMENT GROWTH

**69%** OVERALL   
ENROLMENT GROWTH

**20 NEW** College Pathway  
AGREEMENTS

**21,000+ visitors**   
SINCE THE RECLAIMING  
OPENING IN SHINGWAUK  
AUG 2018 HALL EXHIBIT


**SUPPORT FOR SPECIAL MISSION**

GRAND OPENING OF THE  
Shingwauk Anishinaabe  
Students' Lounge

300+ delegates  
60+ organizations  
22 Presidents

 5<sup>th</sup> Annual  
Building Reconciliation  
Forum

**3500+ PARTICIPANTS**  
15<sup>th</sup> Annual *Gathering at the Rapids Pow Wow*

**22%**   
STUDY ABROAD  
PLACEMENTS

**ENHANCED EXPERIENTIAL LEARNING OPPORTUNITIES**

**1<sup>st</sup> GRADS** Career Link  
Certificate

**14 "AT HOME"**  
Summer Placements

**5 NEW FOR-CREDIT**  
internship courses

**OPERATIONAL EXCELLENCE**

 NUMEROUS  
PRESTIGIOUS  
AWARDS  
  
CHAMBER OF COMMERCE  
SSM INNOVATION CENTRE  
CITY OF SSM  
and many more

**\$7.9M**  City of  
Brampton  
  
INVESTMENT IN CAMPUS EXPANSION

NEW &  
EXPANDED PARTNERSHIPS  
SSMPoliceServices  
RBC  
Contact North  
PowerEd by Athabasca  
ApplyBoard



# 2020-2021 STRATEGIC PRIORITIES OVERVIEW

The following pages outline the revised Strategic Priorities that emerged from the Board/Senate Retreat in February 2020. At this retreat, an exercise was conducted to review the previous priorities and sub-priorities. Areas of continued focus for each of the three groups (Board of Governors, Senate and administration) were identified and the top priorities emerged. After the retreat, the common themes were identified between the three groups, then the existing five Strategic Priorities were revised to include these. The result was a new set of five Strategic Priorities for 2020-2021 with associated sub-priorities.

## Strategic Priorities for Fiscal 2020-2021

1. Continue Focus on Institutional Sustainability Through an Enrolment Growth Strategy: Recruitment, Retention, Vibrant Programming.
2. Target Activities and Investments that Enhance Student Experience, Academic and Operational Excellence.
3. Through Partnerships, Advance the University’s Leadership and Commitments to Truth and Reconciliation, and our Special Mission to Cultivate Cross-Cultural Learning.
4. Cultivate a Culture of Research and Innovation that Enhances the University’s Economic and Community Engagement and its Impact.
5. Institutional Excellence: Facilitate the Ongoing Improvement of the University by Focusing on Problem Solving, Teamwork, and Leadership.







## STRATEGIC PRIORITY #1:

Continue Focus on Institutional Sustainability  
Through an Enrolment Growth Strategy:  
Recruitment, Retention, Vibrant Programming.

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### 1. Enrolment Growth: Recruitment

- SEM Risk mitigation with attention to:
  - International diversity
  - Domestic recruitment in Brampton
  - Expanding & implementing e-Learning options and platform
  - Establishing strategic college pathway strategy that drives enrolment growth in select programs
  - Developing an Anishinaabe enrolment strategy to support long-term enrolment growth

### 2. Enrolment Growth: Retention

- Data-driven decision-making based on Retention Strategy
- Confirm and implement the retention aspect of the Student Success Strategy for targeted student groups:
  - International
  - Domestic
  - e-Learning
  - College
  - Anishinaabe

### 3. Enrolment Growth: Vibrant Programming

- Identify and invest in specific academic program areas/initiatives
- Development of programs and content for e-Learning (three degrees and select certificates fully online by 2024)
- Indigenization: Program development including SKG
- Internationalization: Implement Internationalization Plan Year 1



## STRATEGIC PRIORITY #2:

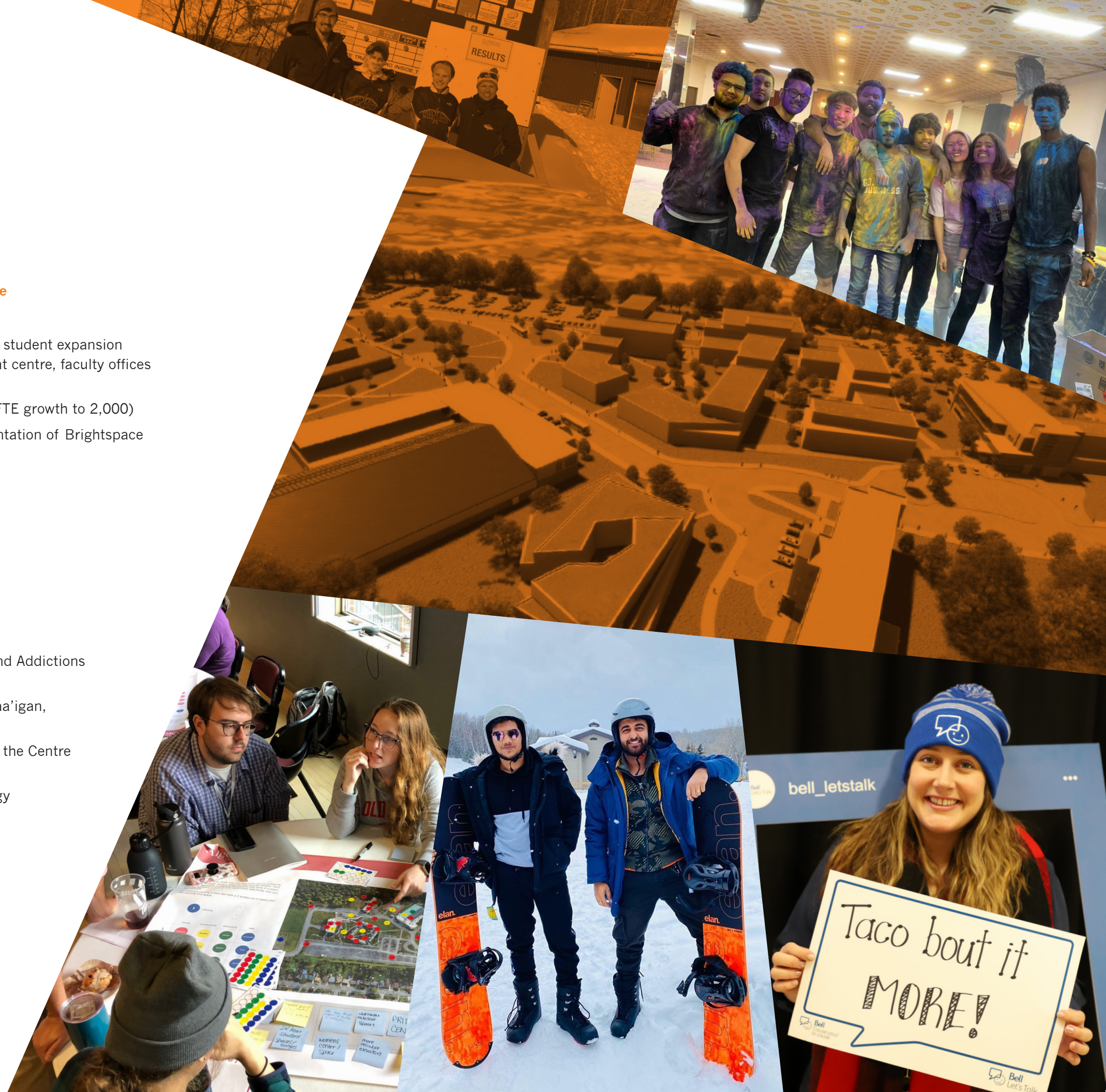
Target Activities and Investments that Enhance Student Experience, Academic and Operational Excellence.

### 1. Targeted Activities and Investments that Enhance Student Experience and Operational Excellence

- Brampton: Expand campus footprint to enable planned academic and student expansion (FTE growth to 1,000) - Classroom expansion, welcome centre, student centre, faculty offices & Centre for Social, Cultural, and Economic Innovation
- Sault Ste. Marie: Begin implementation of the Campus Master Plan (FTE growth to 2,000)
- Continue execution of the PowerEd by Athabasca project for implementation of Brightspace by D2L e-Learning platform
- Enhance services to students through the Student Success Strategy
  - Student Success Central
  - Student Health and Wellness Supports
- Execute Experiential Learning Strategy

### 2. Targeted Activities and Investments that Enhance Academic and Research Excellence

- Establish the academic programming for the Ontario Mental Health and Addictions Research and Training Institute
- Establish the academic programming elements for the Mukqua Waakaa'igan, formerly known as the National Centre (SRSC)
- Brampton: Establish the academic programming elements to support the Centre for Social, Cultural and Economic Innovation
- Advance academic program development for 5-year e-Learning strategy
- Finalize the Library Strategic Plan







## STRATEGIC PRIORITY #3:

Through Partnerships, Advance the University's Leadership and Commitments to Truth And Reconciliation, and our Special Mission to Cultivate Cross-Cultural Learning.

- 1. Through Partnerships, Advance the University's Leadership and Commitments to Truth and Reconciliation**
  - Work with partners to develop the concept for the Mukqua Waakaa'igan, formerly known as the National Centre (SRSC)
  - Work with partners to secure supports to establish the Mukqua Waakaa'igan (SRSC)
  - Secure partnerships to develop the concept for the Ontario Mental Health and Addictions Research and Training Institute
  - Secure supports to establish the Ontario Mental Health and Addictions Research and Training Institute
  - Recommit to the Calls to Action and the University's Commitments to Truth and Reconciliation
- 2. Through Partnerships, Advance the University's Special Mission to Cultivate Cross-Cultural Learning**
  - Strengthen relationships and build understanding of the roles each play in achieving the Special Mission (SASA/AUSU, AU, SET, SKG, CSAA, SRSC, JWG, APC, AID, Elders)
  - Deepen collaboration among Anishinaabe Research, Academic, Student Success and Site Significance
  - Indigenization: Strategy for cross-cultural program development with faculty including a focus on collaboration with SKG
- 3. Strengthening the University's Relationship with SET, SKG and CSAA Through Foundational Documents, Partnership Agreements Including the Covenant and the CSAA Agreement**
  - Governance and Presidential Leadership (AU, SET, CSAA and SKG)
  - Academics (AU and SKG)
  - Student Supports (AU and SKG)
  - Shared Services (AU and SKG)



# STRATEGIC PRIORITY #4:

Cultivate a Culture of Research and Innovation that Enhances the University’s Economic and Community Engagement and its Impact.

## 1. Capitalize on Scholarship and Research to Enhance Student Learning, Support Faculty Growth, and Contribute to Local Economic Development

- Promote research initiatives and develop partnerships that respond to local community needs, including Anishinaabe communities.
- Enhance grants and research supports
- Determine and develop research elements of the;
  - Ontario Mental Health and Addictions Research and Training Institute
  - Mukqua Waakaa’igan, formerly known as the National Centre (SRSC)
  - Centre for Social, Cultural & Economic Innovation
- Leverage membership in University of the Arctic consortium

## 2. Algoma University Cultivates a Culture of Research and Innovation Among Students and Faculty to Promote Career Readiness

- Promote and support undergraduate research
- Enhance supports for faculty research and dissemination
- Continue to develop and execute the Experiential Learning Strategy







## STRATEGIC PRIORITY #5:

Institutional Excellence: Facilitate the Ongoing Improvement of the University by Focusing on Problem Solving, Teamwork, and Leadership.

### 1. Organizational alignment

- Align annual planning to achieve the strategic priorities (budget, human resources, capital, risk management, academic and research plans) across the University
  - Development of a corporate risk management framework
  - AU senior administration restructure
  - Development of a capital five year maintenance plan

### 2. Talent Management

- Succession planning and performance management system
- Department cross-training and internal professional development
- Continue to invest in leadership competencies

### 3. Modernization of Systems and Processes

- Develop five year technology / infrastructure plan
- Comprehensive review of all University policies
- Assist faculty programs to promote innovation and enhance the annual budget model by incorporating Responsibility Centred Management
- Promote greater efficiency in processes aligned to enrolment growth
- Change how we work by the introduction of LEAN methodology





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