

2010-11

Centennial College Annual Report

CENTENNIAL
COLLEGE



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Remarks from Board of Governors Chair David Garner and President Ann Buller

Centennial College's Board of Governors is pleased to submit the College's 2010-11 Annual Report, which was approved at our June 1st meeting.

Two years ago, the Board approved Our Book of Commitments, a far-sighted and innovative strategic plan that built upon Centennial's proud history, but clearly guided the College into new territory.

To say that the Board is pleased with the progress made would be an understatement. Centennial has made significant strides in establishing itself as the college of choice for those interested in global citizenship and social justice, as well as those preparing for a new career or trade, or complementing a university education through a more applied experience.

Our Annual Report documents the achievements of this past year, but we would like to note some highlights. We

- Served the largest student population in our history
- Built our new library and academic building, as well as a new Athletics and Wellness Centre at our Progress Campus
- Purchased and renovated the Scarborough Centre for Alternative Studies into a new high-tech postsecondary facility serving more than 1800 students and employees
- Led the way in the internationalization of the College system by hosting record-breaking numbers of international students, implementing the Global Citizenship Service Learning Experiences, imbedding cultural competencies across the curriculum and sharing our expertise with other colleges
- Expanded our outreach to, and success with, First Generation students and those from communities at risk, and launched our new Aboriginal Student Strategy
- Surpassed \$11 million in student scholarships
- Created 60 new full-time positions
- Led the college system in the number of external accreditations achieved, as one milestone in our Quality Assurance Program

The initiatives and achievements outlined in the report speak to the remarkable dedication of Centennial's faculty, staff and leaders. They are also a testament to the impact of strong partnerships with government, community, business and industry.

With respect,

David Garner
Chair, Board of Governors
Centennial College

Ann Buller
President & CEO
Centennial College

Our Mission and Vision

Our mission is educating students for career success.

Our vision is transforming lives and communities through learning.

We believe that learning has the power to change lives in simple and profound ways. We will help to create a future where everyone has the opportunity to transform their lives and their communities through learning that is relevant to them.



Academic Framework

Our academic framework is a statement of direction for Centennial College as an academic institution.

- It articulates our academic values and principles and governs academic decision making.
- It applies to all of our learners and employees and encompasses all of our activities.
- It provides us with a commonly understood and agreed upon direction for the future as we strive to serve our communities.
- Achieving the goals in our academic framework will enable us to become a true community of learners.

We support the career and personal development of our learners in every decision we make. We value and support one another in a process of continuous learning and improvement.

We create a positive environment for effective learning within a context of global citizenship and social justice. We value the diverse profiles of our learners. Our curriculum, teaching and support services are characterized by knowledgeable and enthusiastic teachers, teaching strategies that suit learner needs and an atmosphere of dignity and mutual respect.

We strive for excellence. Scholarly debate and applied research contribute to the quality and distinctiveness of our learning environment and advance our instructional and curriculum expertise.

We encourage and engage in evidence-based deliberation with open minds in an atmosphere of mutual respect. We consult with and consider carefully the views of internal and external stakeholders who have an important perspective on an issue.

We are accountable to our learners, our communities and the general public for the quality of the learning experiences we provide, for the resources we use and for the manner in which we treat all people. We build evaluation into all of our work so that we improve continuously.

To advance our mission, Centennial College strives to adhere to the following principles:

- **Commit to Student Success:** We foster excellence in our students and employees by providing an equitable foundation that values their experiences and unique needs. We engage and support learners in attaining clear, high standards so that they emerge from Centennial College positioned for a successful career.
- **Commit to Access:** We support broad access to a college education by providing clear pathways and supports to enable secondary school students to meet the requirements of post-secondary programs.

- **Pursue Excellence:** We pursue excellence as a learning organization through innovation, applied research, critical analysis, rigour and currency.
- **Be Inclusive:** We offer a distinctive, inclusive educational experience that builds on a foundation of global citizenship, social justice and diversity.
- **Integrate Technology:** We are guided by the needs of learners and the learning organization in our use of technology.
- **Promote Communities of Learning:** We are committed to creating communities of learning through reflective practice, continuous improvement and lifelong learning.
- **Encourage Partnerships:** We encourage sustainable relationships that enrich student learning, augment job readiness and provide our graduates with the knowledge and skills to succeed in work and society. We seek a range of partners who are sensitive to socio-cultural needs, support our institutional objectives and contribute to our community.



Statement of Diversity

Centennial College and its Board of Governors value and embrace diversity, equity and inclusion as fundamental to our mission to educate students for career success within a context of global citizenship and social justice.

We recognize that historical and persistent inequities and barriers to equitable participation exist and are well documented in society and within the College.

We believe individual and systemic biases contribute to the marginalization of designated groups. These biases include race, sex, gender, sexual orientation, age, disability, ancestry, nationality, place of origin, colour, ethnicity, culture, linguistic origin, citizenship, creed (religion, faith), marital status, socio-economic class, family status, receipt of public assistance, or record of offence. We acknowledge that resolving First Nations sovereignty issues is fundamental to pursuing equity and social justice within Canada.

We acknowledge the richness and diversity of the community we serve. As our community has evolved and our staff and student population have changed, we have implemented policies and practices to address issues of inclusion. In moving forward, we will build on this work to embed commitment to diversity, equity and inclusion in every aspect of what we do.

Our Guiding Principles

We believe social justice requires that we value diversity, equity and inclusion. We believe that the principles and practices of diversity, equity and inclusion strengthen the social and economic development, growth and well-being of our student population, our employees and our local and international communities.

We uphold our social responsibility to contribute to a society that is equitable, fair and just. In accordance with our mission, vision and values, we will demonstrate leadership in eliminating barriers and implementing and promoting diversity through our academic framework, policies, special initiatives and proactive measures.

We are committed to eliminating all forms of harassment and discrimination. We will prevent, remedy and redress these inequities. We will create an environment of inclusion in our teaching, learning, employment and support services so that we can fully serve our communities and prepare our students to excel in the workplace and in society.

We will be accountable for the changes we need to make. We will continue to comply with existing federal and provincial legislative requirements. We will continue to develop and implement goals, policies, competencies and special initiatives founded upon principles of social justice to promote equity and inclusion. We will collect data to track our progress and regularly evaluate the effectiveness of the initiatives we undertake, and we will communicate the outcomes to our community.



Our Commitment

- A safe, secure, inclusive and accessible environment for learning, teaching and working
- Curriculum and instruction that reflect diversity and promote equity and inclusion
- Equitable and accessible opportunities for student success
- Building knowledge and evaluating effectiveness
- Human resource management systems, policies and practices that reflect diversity and promote equity and inclusion
- Training and staff development in equity and diversity
- Accessible and inclusive College communication
- Strategic engagement with diverse communities
- Relationships and partnerships that align with our mission, vision and values
- Committing financial and human resources to promote diversity, equity and inclusion



Our Book of Commitments: Five Year Strategic Plan 2009-14

In creating good global citizens, be recognized as just that.

We will strive to become an internationally recognized leader in education that places a strong emphasis on global citizenship, social justice and equity.

Prepare people for the new world that awaits.

Centennial will be at the forefront of applied education and, in doing so, meet both the economic and social inclusion needs of our communities.

Be a community leader.

Centennial will play an integral, active role within the communities we serve. We will make a difference in the lives of those around us and continue our leading-edge work to aid under-represented groups, championing their cause to access and succeed in post-secondary education.

Help students grow into leaders.

Leaders are not born they are created by the right environment, and through mentors who give people the confidence and abilities to lead others. We will create such an environment and be those mentors.

Forge many roads to success.

There is no single path to success. We recognize this. Centennial will continue to find new routes for students to travel, and exciting ways to make their journey more rewarding.

Stand behind our promise to students.

We will guarantee the quality of Centennial's programs and service delivery to ensure an outstanding and rewarding experience for our students.

Be one of Canada's best employers.

We will be an environment that challenges employees to be their best, and to make a difference. We will be an inclusive, engaging work environment built on valuing diversity and respect for all people.

Build the bottom line.

To become better and offer more to our students, we must grow. We will continue to find ways to grow economically and be accountable for our resources and use them appropriately.

Tell a great story.

We have a wonderful story to tell. We need to be sure it is told in a compelling way and so we will tell our story in a way that makes the community, the nation and the world sit up and take notice.

Commitment #1

In creating good global citizens, be recognized as just that

Goals

1. Signature Learning Experience (SLE)
2. Institute for Global Citizenship and Equity Education
3. Portfolio Learning
4. Social Conscience and Sustainability
5. Applied Research and Innovation

2010-11 Achievements

- Learning experiences internationalized through the following global opportunities:
 - 2 expeditions to the Dominican Republic for 25 students and 12 staff altogether
 - 2 expeditions to Peru Amazon forest for 18 students and 8 staff in total
 - 33 students to Walpole Island First Nations.
 - Internal Paramedic exchange to Liverpool.
 - UNESCO Paris placement for Hospitality student
- Significant print, video, and digital resource materials acquired to support the embedding of Global Citizenship and Equity (GC&E) into the learning experience
- 34 programs initiated GC & E and portfolio integration; 24 new and certificate programs embedded GC & E outcomes
- \$35,000.00 from Ministry of Training, Colleges and Universities (MTCU) grant awarded for Aboriginal books and artefacts
- Aboriginal Education Steering Committee and Working Group implemented; 2 Elder gatherings held
- The Aboriginal Worldview course offered to all employees
- The Centre for Creative Communications (CCC) Hope for Haiti fund raiser, with College Boreal, was held raising over \$3,500 for Red Cross
- Many Faces, Many Voices Symposium on the significance of social media as a tool for civic management and social change, held
- Annual Equity Conference hosted 200 participants
- Centennial libraries hosted the "Human Library" program at 4 campuses with collaboration and support of GC & E Institute
- Philosopher's Café continued to grow across the College. The libraries collaborated with the GC & E Office providing relevant resources for each topic.
- First Employee Self-identification Survey and Student Self-identification Survey conducted

- Three international scholars “at risk” hosted since 2010
- Engaging Hearts and Minds Conference on global citizenship held
- Global Digest total distribution reached 3,000
- “Desire to Learn” (D2L) chosen as new e-portfolio solution for the GC & E and employee professional portfolios
- Portfolio learning and Portfolio Assessment introduced to faculty and program coordinators
- Cultural Heritage Institute’s 2010 symposium: ‘Intercultural Dialogue in Tourism: Vision 2020’ held, with UNESCO Secretary General David Walden
- Applied Research and Innovation Centre (ARIC) fellowship applications increased by 10%, 2 major industry outreach sessions held, 62 industry partners assessed resulting in 14 new partnerships
- ARIC awarded new federal government funding:
 - FedDev - \$525,000 received for 10 new industry projects.
 - NSERC-CCIP - \$2.2million over 5 years.
 - NSERC –ARTI - \$150,000 for Centennial’s Energy Institute to purchase research equipment
- Centennial’s Energy Institute (CEI) awarded new funding in solar and wind research:
 - 3 Fed-Dev projects
 - 1 Aboriginal MTCU funded Solar energy project
 - 3 Colleges Ontario Network for Industry Innovation (CONII) grants
- Construction substantially completed for new Library and Academic facility and Athletic and Wellness centre. Application for LEED Gold certification will be submitted upon occupancy - September 2011
- Energy consumption at Centennial reduced by 8.5% (Gas), 5.3% (Hydro), and 7.2% (Water)

Global Citizenship and Equity Learning Expeditions (GCELE)

Building on the success of the inaugural expedition last year, Centennial College sponsored four Global Citizenship and Equity Learning Expeditions (GCELE) in the 2010-2011 academic year: Teach to Learn (Dominican Republic); Health Care in the DR (Dominican Republic); Conservation in the Amazon (Peru); Learning for Hope (Peru). These amazing international service learning expeditions has allowed 43 students and 20 staff members a unique opportunity to explore their global connectedness, care, and citizenship.

More Great Stories

Centennial’s Applied Research and Innovation Centre – Accelerating Ideas to Market – Creating Innovation Ready Graduates

Federal Economic Development Agency for Southern Ontario (Fed Dev)

Centennial’s Applied Research and Innovation Centre (ARIC) was awarded \$525,000 from the federal government to conduct research and development, new-technology assessments and product testing jointly with small and medium-sized businesses (SMEs). ARIC will receive the funding over a two-year period to support applied research in the areas of energy and sustainable development, digital gaming and animation, and wireless networking and services. A total of 10 industry-driven projects will be completed, accelerating innovation and entrepreneurial job ready skills for our students.

Natural Science Engineering Research Council of Canada (NSERC) – “Technology Solutions for Healthcare Management and Health Research and Promotion”

Centennial’s Applied Research and Innovation Centre (ARIC) was awarded \$2.2 million over five years from the Natural Sciences and Engineering Research Council (NSERC) of Canada, College and Community Innovation program to work with regional businesses, developing technologies that address healthcare professionals’ time-sensitive responses, patients’ increased engagement in the management of their chronic conditions, and proactive health and science education. There is a significant need for applied research in these areas: advanced technologies that can contribute to more responsive healthcare and to changed behaviour and lifestyles. Centennial’s research projects in health technology will provide a strong foundation for sustained research activities, technology development and commercialization, as well as economic growth and job creation. Engaging faculty and students will help make technology advancements that position our industry partners and thus Ontario as leaders in these fields.

Centennial College’s Green Housekeeping Program

Centennial College is committed to green housekeeping which is a comprehensive building management program that is meant to provide improved health and safety, reduce liability issues, increase productivity, and improve indoor air quality in every building that adopts its tenets. Cleaning practices and building management are refocused so that the Building Service Contractor cleans primarily for health and environmental benefit.

Since 2007, Centennial College has contracted Topnotch who is ISO 14001 certified as the company of choice for custodial services. This certification includes a complete Environmental Management System (EMS), which provides:

- Continual environmental improvement
 - Cost savings through waste minimization and pollution prevention
- Defines how they manage Centennial College and impact on the Environment

With this service contract; there are standard practices put into place for a healthier and more environmentally friendly work environment. These include the choice of chemicals, the use of paper products and plastic bags with a high degree of recycled content, the use of more efficient equipment and the ability to increase the efficiency of waste management programs.

Commitment #2

Prepare people for the new world that awaits

Goals

1. Applied Education
2. Equity Principles – Academic and Career Success

2010-2011 Achievements

- “Tell Me More” Software purchased to support international students within the English Language Learning (ELL) Program, both locally and offshore
- Language program developed and implemented at KMU in Korea - over 100 students recruited
- “In house” approval for Test of English as a Foreign Language (TOEFL) obtained for Centennial Canada and programs in China
- More than 30 new programs implemented over past 3 years
- Collaboration with the Aboriginal Education Steering Committee and Student Financial Aid - students received bursaries to support their in class learning
- Site visit to Kuna Yala explored programming for the Kuna First Nation Community
- Two new contracts signed with the Workplace Safety and Insurance Board (WSIB) and the Canadian Military
- Centennial’s Second Career numbers continued to be strong and stayed the highest within the college system in the last two consecutive years and welcomed 1,571 new students in 2010-11
- Academic Excellence Office developed audit tools for offshore credential granting programs
- School of Hospitality, Tourism and Culture (SHTC) and the Culture and Heritage Institute (CHI) achieved UNWTO Affiliate Membership
- Over 200 co-op students experienced work placements in Non-Governmental Organizations (NGOs): Children's Wish Foundation, Frontier College Foundation, Canadian Cancer Society, Touchstone Youth Centre
- 10 simulation interview workshops delivered to over 200 students
- Student Employment Advisors individually coached 1,076 students
- GCE Learning Expedition Committee developed comprehensive policy, procedures and a set of guidelines for all off-campus placements and excursions
- Centennial hosted the VELT training for Chinese Higher Education executives

More Great Stories

Centennial College Applies High-Tech Solutions to Health Care

Health Studies and ICT students and faculty teamed up with several companies (through Centennial's Applied Research and Innovation Centre) to develop new health communications technologies with a grant from the Natural Sciences and Engineering Council of Canada (NSERC). One innovative project involved the use of gaming technologies to help people manage chronic diseases such as diabetes. The College partnered with NexJ Systems to develop a health-game prototype with individual patient avatars. Centennial also partnered with OASYS Healthcare to evaluate a software interface to control equipment in operating rooms. A project with Interdev Technologies produced exciting results on a number of fronts. The technology created with the help of Centennial students and faculty, is a dispatch interface for the computer tablets used by paramedics in ambulances. Using GPS positioning, it sends the address for an emergency call to the paramedics' tablets very quickly, improving response time over current standards by 60 to 90 seconds.

School of Engineering Technology and Applied Science (SETAS) Program Accreditations

Quality programs are essential to student success, therefore SETAS voluntarily embarked on the road to accrediting all of its programs. The Canadian Technology Accreditation Board (CTAB) is the accrediting board of the Canadian Council of Technicians and Technologists (CCTT) which sets the standards for technician and technology programs within Canada. The Canadian Information Processing Society (CIPS) sets standards for computer software programs. Both agencies perform rigorous reviews of programs submitted to them and have determined whether the programs meet the standards for accreditation.

To date CTAB has accredited 14 programs with 5 awaiting approval. CIPS has accredited one program with 5 awaiting approval.

The quality of SETAS' programs have also been acknowledged by the Canadian Forces which, in September 2010, recognized five programs that will secure advanced standing for graduates who wish to train in the Canadian Forces.



To date CTAB has accredited 14 programs with 5 awaiting approval. CIPS has accredited one program with 5 awaiting approval based on their November 2010 visit.

The Libraries played a role in meeting the requirements of the accreditations. For each program review, the librarians prepared a report that featured collection profiles in the relevant subject areas, a description of the range of library services, and information about library staff and facilities. The accreditation teams were welcomed into the library where they had an opportunity to assess the scope and quality of the library facilities and see students engaged in learning in the library environment.

Commitment #3

Be a community leader

Goals

1. Community Engagement

2010- 2011 Achievements

- 2 gatherings of Aboriginal Elders brought together for the first time in Ontario college history, Elders from First Nations, Meti and Inuit
- 3 new Outreach Coordinators in place to recruit and support individuals from underrepresented groups including Women in Non-Traditional Careers, Youth at-risk, and Aboriginal
- Planning under way for the development of a First Year Experience strategy with space and initiatives to assist new students with their transition into college. This retention initiative will see the creation of a Friendship Space to bring together Aboriginal students with all underrepresented groups in a collaborative and inclusive community environment for support and student services.
- Pimootwwin project engaged 50+ urban aboriginal students (funded through MTCU)
- Emergency Management and Public Safety Institute (EMPSI) Steering Committee established and launched EMPSI partnership with the Canadian Red Cross created disaster shelters utilising students and staff
- Successful lockdown drills conducted at all campuses with full participation of community partners
- Play it Smart was expanded to the Galloway area providing service to over 200 students

Biotechnology Research Lectures

On March 8th and 9th, 2011 Centennial College presented a Biotechnology Lecture Series in collaboration with Bioscience Education Canada. This lecture series hosted a dynamic group of speakers from all areas of the biotechnology industry in Canada, as well as some nationally recognized bioscience educators, to speak about current research and the latest breakthroughs in the field of biotechnology. The series of lectures brought together a wide range of audience including Centennial faculty, students and a host of both local and international bioscience educators. Whether individuals were keen on learning about the latest research in biotech or how to bring biotechnology back to their classrooms, the attendees were enthusiastic about each of the speakers and the event proved to be a great success for Centennial College and Bioscience Education Canada.

More Great Stories

Aboriginal Elders Attend Momentous Centennial Event

In February, Centennial College hosted a momentous event at the Residence and Conference Centre. The Community Outreach Department staff brought together 10 Elders from the Metis, First Nations and Inuit communities to meet with President Ann Buller, Vice President Student and Community Engagement Jennifer Leith, Chair of the College's Aboriginal Education Steering Committee, and other College representatives from the academic and service areas.

This gathering was an integral step in the creation of a Centennial partnership with the Aboriginal community. A moving spiritual opening ceremony was followed by emotional and enlightening stories of Aboriginal student successes. The elders then met with College representatives for collaborative conversations about Centennial's Aboriginal Strategy for Access and Participation and about how this strategy supports an inclusive and holistic approach to enriched learning and support for Aboriginal students.



Commitment #4

Help students grow into leaders

Goals

1. Student Leadership Opportunities and Designation

2010-2011 Achievements

- 43 Global Citizenship and Equity Learning Expedition (GCELE) students' lives transformed
- 2010 Expedition students exhibited a photo gallery at CCC
- Peer mentoring program developed
- Libraries implemented a peer technology mentoring pilot in Progress and Morningside
- Peer tutors increased by 6% to respond to student demand
- GC & E Student award established and presented.
- Student organized "Illuminate the Night" held in support of the Rouge Valley Centenary Hospital "Buy A Bed" campaign
- Student organized "Just One Race – The Human Race" charitable event held - net proceeds to "Free the Children Haiti Earthquake Relief Fund."
- Students from School of Hospitality, Culture and Tourism participated in Toronto's Caribana - creating the "Amazon Rainforest" costume promoting responsible and sustainable tourism
- Over 30 students participated in industry applied research projects
- Student Leadership Passport developed - will be implemented Fall 2011

The Centennial College Leadership Passport

The Centennial College Leadership Passport has been developed and will be launched in Fall 2011 and will become one of the College's most exciting interdisciplinary offerings leading to a dual credential. It is not part of a program's academic curriculum, but a set of activities that are didactic, experiential, and reflective and are designed to develop leadership skills. The Leadership Passport is a means by which students can participate in a guided journey of leadership experiences and learnings where they will be required to serve in leadership positions, demonstrate leadership skills, and participate in service learning experiences. Students completing the Leadership Passport criteria will qualify for a Distinction in Leadership designation, Along their pathway toward this designation, through relevant experiences and required workshops, students will develop an enhanced knowledge and understanding of specific leadership theories, concepts, competencies and models, preparing them for leadership responsibilities in their careers, in their community, and in the world.

Commitment #5

Forge many roads to success

Goals

1. Student Pathways
2. Student Success
3. Flexible Programming

2010-2011 Achievements

- Math Open Tutoring implemented at Progress Campus
- Learning Circle support was provided to additional courses (125% increase)
- English Pronunciation sessions implemented to complement Let's Talk English conversation groups
- More group tutoring sessions offered (98% increase over previous year)
- Not all learners are prepared to directly enter post-secondary programs; this is often identified following assessment and placement testing. To assist student advisors, "Pathways" documents were developed for entry into preparatory programs such as English for Academic Purposes (EAP) and English Language Learning (ELL), Foundations programs, and post-secondary programs
- Allocation of bursaries for under-represented groups increased
- Opportunities for 880 students to attend on-campus sessions in June 2010 to complete OSAP paperwork with support of Student Financial Services staff - 535 signed up with 343 attending
- Campus Tours reinvented and revitalized with a new interactive website built by Marketing and Communications
- "Discover" and "Connect" Centennial events for prospective students and applicants were enhanced – attendance increased
- New First Year Experience Plan/Framework developed inclusive of service learning, peer mentoring, leadership development and transition activities.
- Retention Task Force established, key strategies for each of 8 retention objectives developed, implementation underway
- Coordinated by Corporate Planning and Institutional Research, student focus groups were held to assist in refining academic and service Student Satisfaction plans

- School and Service Student Satisfaction and Retention plans implemented
- Academic Excellence, Centre for Organizational Learning and Teaching (COLT), School of Advancement (SOA), International Department, School of Continuing Education (SCE) and all schools participated in the planning and delivery of two Advisor and Coordinator Training workshops to date, third one planned
- New Advising Model drafted; additional consultation will result in an Advisor Handbook and training outline next year
- Program Quality Assurance Process Audit (PQAPA) Taskforce developed Quality Systems Manual. Provides each program or program cluster with a student handbook for distribution to first semester students, using a college issued template
- 'Retention aware' practices embedded in faculty orientations (full-time & contract), revised Teacher Trainer of Adult course, and faculty learning and development events, courses, and workshops
- Star Audit (retention best practices evaluation tool) introduced, piloted in two schools, will be rolled out to all schools next year



More Great Stories

Pathways

Centennial College has forged strong relationships with secondary school educators through its membership in the School/College/Work Initiative (SCWI). SCWI is a consortium involving the Ministry of Education and the Ministry of Training, Colleges and Universities. School, college and work are the pathways defined by the Ministry of Education for students exiting secondary school. Together the provincial ministries provide funds through a system of 15 Regional Planning Teams that provide a regular meeting forum for representatives of school boards, colleges and local training boards or trades organizations. We are members of Regional Planning Team (RPT) 2, the largest in the province, where 8 school boards and 6 colleges from the GTA are represented. Through SCWI, we submit proposals annually for funding of projects involving:

- Dual Credits (where Grade 11 and 12 students take college courses in order to earn a post-secondary credit that will also be recognized as an elective credit towards completion of their Ontario secondary school diploma (OSSD),
- Activities (which involve one or two day campus visits themed to exploring particular disciplines represented in college programming, or requirements for students to succeed in the post secondary college environment and supports available,
- Enrichment through guest speakers and demonstrations to support the Specialist High Skills Major (SHSM) programs delivered at specific schools, and
- School-within-a-College (SWAC) programs where space is provided on the college campus for a class of high school students and school board appointed teaching and support staff deliver OSSD curriculum through courses, credit recovery activities and independent learning.

Our record of participation has been strong since 2005, with our College selected as the first provincial site for a School-within-a-College program. We have partnerships to deliver dual credits with 6 of 8 school boards within RPT 2, and have been asked to deliver programming to support 4 additional boards outside of our area. We are currently offering 12 Dual credits supporting nearly 300 secondary school students, and provide six activity days annually. In 2011, we are again hosting School-within-a-College for the Durham District School Board at our Progress Campus.

Commitment #6

Stand behind our promise to students

Goals

1. Quality of Student Academic Experience
2. Quality of Student Experience

2010 – 2011 Achievements

- Academic Schools hired 21 new faculty
- Each of the Dean's five-step action plans for Student Satisfaction implemented
- Student participation rate in this year's KPI student satisfaction survey - 68% - an 11% increase over last year
- Graduate and student satisfaction rates remained stable at 76.3% and 66.9% respectively, increases are anticipated as the new facilities come onboard in fiscal 2011-12
- Employer satisfaction grew by 3.5% to 95.5% - second highest in the province
- All 2010 Program Quality Assurance Program Audit (PQAPA) recommendations achieved, completed - report submitted in July 2010
- 4 additional accreditations achieved in School of Engineering Technology and Applied Science, School of Business and School of Transportation
- Desire2Learn (D2L) selected as College's new Learning Management System (LMS)
- For each new program, librarians conducted collection analysis and identified scope and nature of resource materials required to support students' research and learning, new materials selected, acquired, catalogued, and added to the collection
- Libraries also enhanced existing digital resources and e-books
- New Library and Academic Facility construction substantially completed on time and within budget
- 42 new netbooks acquired for a total of 74 netbooks available for student use
- Personal growth, community building and life skills opportunities offered through a review and re-launch of self-help workshops and the development of well-being activities
- First Information Technology (IT) learner-centred strategic plan developed

- New IT Banner Reports developed to enhance Recruitment, Registration & Scheduling, report development continues for Records and Admissions
- New Institute for Academic Enrichment approved for launch in Fall 2011
- Service Promises, feedback mechanisms, process improvements, and customized service training opportunities were developed and implemented across the Student and Community Engagement Division.

More Great Stories

Our Service Promise

As a result of the 2009-10 Student Satisfaction Survey results, the Student and Community Engagement division set out on a journey to revision and revitalize service delivery to our students and all users of our services and visitors to our departments. The four-pronged approach included process modifications, the development of service training relevant to each service area, the implementation of feedback mechanisms (Comment Cards), and the creation of mutually agreeable service standards. Through a collaborative approach that engaged all of the Division's 15 service departments and 140 staff members and several students in numerous sessions and deliberations over an eight month period, "Our Service Promise" was crafted, documented in a staff brochure, and posted in each department.

Supporting Student Success – Enhancing Learning Technology

Improving the learning technology for our faculty and students is integral to student success. Through a plan that ensures the timely replacement and upgrading of classroom equipment, and addition of equipment to meet growing demands, the teaching and learning experience is enhanced. 24 such projects occurred over the past year; some of the largest include the following:

- Replaced over 70 projectors
- Upgraded over 40 podiums
- 381 PCs replaced, 90 MACs replaced, 232 PCs upgraded, 274 net new computers purchased
- Over 340 Xerox printers, photocopiers, and multifunction devices were deployed across the College, 44 new classrooms equipped with AV Technology
- Upgraded 14 computer labs
- Upgraded 19 AV carts
- Installed 16 document cameras
- Enhanced wireless connectivity at the College

Commitment #7

Be one of Canada's best employers

Goals

1. Engaging and Inclusive Work Environment

2010 – 2011 Achievements

- 21 new faculty approved, 15 hired
- 30 new support staff approved, 17 hired
- 8 new administrators approved, 3 hired
- Employee Engagement Survey participation increased by 10%
- IT service catalogue developed
- President's Three Questions - published 10 times in 2010-11
- Number of professional development (PD) events increased by 20%
- Customized PD events for individual schools imbedded in all School meetings
- New faculty orientation program implemented.
- Revised Teacher of Adults Training Certificate implemented
- Learning-centered college model implemented and evaluated in two schools and two service departments.
- New hire process was fully implemented in 2010-11, qualitative process review will be conducted - Fall 2011
- All Academic Performance Management Plans (PMPs) aligned with Our Book of Commitments.
- New template for PMPs implemented across administrative group
- Critical positions/roles defined and identified across College through PMP discussions
- Equity Plans developed with succession planning as a component
- OHSAS 18001 framework implemented
- Wellness Fair activities conducted across all campuses throughout the year, including - North American Occupational Safety and Health (NAOSH) week events, the Healthquest Pedometer Challenge (350 employees participated and walked 14 times around the earth)
- 3 Safety and Wellness newsletters published
- Level one and two training was provided to the Threat Assessment Team and partnerships with Toronto Police Services and other community partners established

More Great Stories

Workplace Violence Policy and Program Review

In June of 2010 Bill 168 amended the Occupational Health and Safety Act to include workplace violence and harassment. In consultation with the Violence Prevention Committee, led by Life Safety and Security and COLT, we redeveloped the Policy and Program to meet and exceed the new requirements, including protocols for responding to violence: threat risk assessments for domestic violence, personal harassment, case management protocols, and personal and department safety planning. We also conducted violence assessments at each campus and capital funds were approved to address issues raised in these audits. In working with COLT, we rolled out the mandatory employee training online. All initiatives were well received by the College Community and Labour representatives.

Campus Lockdown Drills

Working in consultation with Centennial's Emergency Management and Public Safety Institute (EMPSI), Toronto Police Services, Toronto Fire Services, Emergency Medical Services and other College stakeholders, Life Safety and Security led the planning and coordination of the College's first lockdown drills at our 4 Campuses and the Student Residence and Conference Centre. The lockdown information and training prior to the drills was well received by the College community with 98% of the community receiving advanced notice, 85% reporting the information they received was satisfactory, 97% indicated the information and procedures were clear and complete, 83% could clearly hear the announcements and 80% report having no problems during the drill. Toronto Police commented that the efforts and planning of these drills was outstanding and the best results they had seen for an institution's first set of lockdown drills.

Implementation of New, Upgraded Life Safety Technology

Throughout 2010 and 2011, the College undertook the installation of upgraded Fire Alarm systems at the Ashtonbee Campus, Progress Campus and the Student Residence. Facilities and Services worked collaboratively to successfully install these new systems and put them into operation to improve the College's ability to detect and respond to fire-related emergencies. These systems represent a paradigm shift in fire alarm response from a single stage to a two stage fire alarm system. This shift was successfully managed by all involved to provide a seamless transition. New procedures were communicated to our community and drills were provided to educate our community on the new system. Another benefit to this project was the addition of an Emergency Voice Communication system which allows Life Safety and Security services the ability to make emergency announcements to our community at each of these locations. This feature greatly improves the College's ability for emergency communication and was recently demonstrated in the highly successful

Commitment #8

Build the bottom line

Goals

1. Balance Budgets
2. Strategic Enrolment Growth
3. Business Development
4. Fundraising Capacity

2010-2011 Achievements

- Fiscal year ended with a budget surplus \$20.7M versus a budget of \$5.1M
- Budgeted surplus in 2011-12 is \$5.3M
- Strategic Enrolment Management (SEM) Plan imbedded and implemented
- Domestic applications increased by 3% and international applications increased by 28.5%
- Domestic enrolments increased by 1% and International enrolments soared by 77.7%
- Second Career enrolments totalled 1,571 - second highest in the province again this year
- Endowment fund grew to over \$12M from \$10M, gaining recognition as a fundraising leader in the province
- International Endowment Fund grew to \$0.8M to support domestic students in experiences abroad
- Established new philanthropic relationships with vendors to the College
- In-year controls included revised Signing Authority policy and process, purchasing policies including requirement for Purchase Requisitions
- Financial policies aligned with Ministry of Colleges, Training and Universities (MTCU) directives
- Ongoing review of existing internal processes and controls to minimize risk and control spending
- Regular review and reporting of Centennial's operational financial controls was made to the Audit & Compliance committee and the Board of Governors
- Communication with the MTCU remained clear and respectful as we strengthened alignment and advocacy
- Continuing education enrolment declined by 5.6% - external review conducted, renewal and growth plan developed for 2011-12
- Business Development markets grown in India, China, S. Korea
- Markets developed in Turkey, Vietnam, Brazil, Mexico, Panama, Bangladesh, Nigeria, Jamaica
- Diversification efforts: Latin America increased by 78%, Europe, U.S., Caribbean - increase by 50%, S. Korea, Vietnam, Philippines increased by 30%
- Entered New Markets – Venezuela, Philippines, Russia

- 34 new MOU's were signed with: Argentina, Barbados, Brazil, China, Chile, Hong Kong, India, Mexico, Panama, Singapore, Sri Lanka, Turkey, UK, Peru
- International growth supported by expanded "Student Partnership Program", ongoing emphasis on quality and service measures, geographic market diversification

Morningside Campus Classroom Renovations

In keeping pace with the incredible growth of our student enrolment within The School of Engineering Technology and Applied Science (SETASO and the School of Community and Health Studies (SCHS) renovations were made to transform the former ICET labs at Morningside into new general purpose classrooms, complete with smart technology. Six new classrooms were renovated and ready for the start of the Fall '10 semester, and an additional two classrooms were renovated during the December holiday break, ready for the start of the Winter '11

More Great Stories

Centennial College has been facing space challenges for some time due to the ever increasing student enrolment. To help alleviate some of the space pressures as well as continually initiating projects that will make the campuses a more conducive teaching and learning environment, the Facilities & Services Department has diligently focused on the following projects, with completion required within stringent timelines.

Progress Library and Academic Facility

The Facilities & Services Team led the Architects of Diamond and Schmitt to emanate the College's vision in the beautifully designed Library and Academic building, which is nearing completion at the Progress Campus. This stunning facility will be LEED Gold certified and boasts state of the art technology within. Facilities & Services is currently addressing the final aspects and start up commissioning with the contracted construction company, Ellis Don. With the occupancy permit requirements planned to be issued by the City of Toronto in mid-June, and a public grand opening scheduled for June 22, we are all very excited to reveal this gem of a building to the entire College Community!

Transforming Our Space - Progress A-Block

Having acquired what was formerly known as the Scarborough Centre for Alternate Studies (SCAS) building from the Toronto District School Board in July 2010, Centennial College embarked on an ambitious renovation plan (working extensive hours throughout the December 2010 holiday and weekends) to transform this facility into a teaching & learning space for Centennial students. The result not only alleviated space pressures but also provided much needed office space.

With a great deal of planning and organizational effort, A-Block now houses 17 new general purpose classrooms, complete with smart technology, a total of 19 new Information and Communication Engineering Technology (ICET) labs for electronics programs, and administrative offices for our ICET faculty and staff. Facilities and Services also performed a series of phased moves to allow for a smooth and timely transition for the administrative departments from the 1960 Eglinton Ave premises to Progress Campus in order to coincide with the lease expiry at the end of March 2011. The renovations were a success with no delay, and the students and faculty of ICET as well as the administrative departments are now enjoying their new homes.

Food Kiosks Help Feed Our Growing Population

In response to the requests of students and staff, to expand food services across the campuses, Facilities and Services took the necessary steps in collaborating with Chartwells to seek options to address this growing need. The outcome resulted in the successful addition of several new food kiosks to:

- Progress Campus - Country Style on the 2nd floor of A-Block and Tim Horton's on the ground level in E-Block

- Ashtonbee Campus – Country Style/On the Go on the ground floor between D & E Blocks
- Morningside Campus – Tim Horton’s by the 4th floor entrance from the parking lot

Fundraising Capacity Soars

The Centennial College endowment fund has hit a new high, with an end of year balance above \$12 million. Interest from the College’s endowment fund helps generate scholarships for students and allows the College to celebrate student success.

Business Development Achievements

Over the past year, the Business Development Division (BDD) experienced significant growth and has many success stories from each department to share. Overall revenue from the various BDD departments and contribution from BDD to the College significantly exceeded 2010-11 goals. Several factors contributed to this including the involvement in Student Partners Program (SPP) in India and China and the diversification efforts by the International Department; the reputation of Centennial College abroad; the growth of training initiatives and joint ventures, both domestic and abroad; the continued success of Ontario’s Second Career Strategy; and department leaders’ focus on managing growth and expenditures.

In 2010-11, the International Department focused on diversifying the breadth of international student enrolment to reduce the risk created by the dependency on the three geographic areas: India, China and South Korea. As a result, the College was able to penetrate new markets such as Venezuela, Russia, Vietnam, Brazil, Nigeria and Jamaica. As well, the number of enrolments from more than 20 countries is now in the triple-digits.

BDD grew its total international presence to seven offices. In addition, new corporate training contracts with Ghabbour Auto, Egypt; Saab Automotive Training, Canada; and CBIE, Saudi Arabia increased reputation and strengthened College brand around the globe.



Commitment #9

Tell a great story

Goals

1. Brand Messaging

2010-2011 Achievements

- 24 new success stories published on Centennial's website
- New advertising campaign launched in fall 2010 targeting prospective applicants, helping to raise awareness of the Centennial brand
- Contest conducted using mobile technology to garner traffic to its booth at the Ontario College Info Fair in October 2010 - significant number of prospects increased and positive media coverage
- 20% increase in the total number of visitors to College website (3.7 million visitors) and a 63.5% increase in unique visitors
- 12,344 mentions in social media, including twitter, forum, YouTube, etc.
- New Virtual Tour created to provide prospective students with a virtual look at the College through the eyes and words of current students
- Special feature "An Insider's Guide to Colleges & Universities" - Toronto Star praised Centennial's "unorthodox" approach to advertising to youth, citing the College's unique advertising and effective use of new media
- New program-specific cluster brochures, flyers and related publications to support Student Recruitment developed
- More than 100,000 promotional postcards designed and distributed to neighbourhoods served by the four College campuses to raise awareness of the College's spring Open House, Connect with Centennial
- Internal GC & E Global Digest received more scholarly submissions than could be published in each edition
- New Signature Learning Experience brochure was developed to promote the College's Signature Learning Experience (SLE). The brochure targets prospective students by outlining the advantages of the SLE in their education and the positive impact it will have on their future employment prospects
- Significantly increased number of awards received by College staff and programs

- President, AVPs, Deans, and VP Student and Community Engagement involved in delivering workshops through ACCC, Chair Academy and other academic PD opportunities recognized throughout North America



Centennial College Council Report: Annual Report

The Centennial College Council provides expert advice and guidance to our President through the office of our Vice-President Academic and Chief Learning Officer (VPA/CLO) to work collaboratively to support Centennial in achieving its goals. It is an open forum to the College Community.

Council meets on the last Monday of each month during the academic year (September to May). Council's business conducted during the past academic year (September 2010-May 2011) includes approval of:

- 21 New program proposals with various levels of credentials (certificates, diploma, advanced diploma and graduate certificates);
- 6 Program modifications as a result of our five year cyclical comprehensive review
- 6 Bachelors degree programs;
- Revised "New Program Development & Curriculum Modifications Guidelines";
- Course Outline Policy;
- Intellectual Property Policy;
- Revised Centennial College Council Mandate;
- Introduction of a new "College Council Membership Booklet and Operation Guidelines";
- Introduction of a Centennial College Council Student Award;
- Introduction of five new members to Council.

Other items/business that were brought to Council for the purposes of information, consultation and/or discussions were:

- Centennial's E-Learning Strategy Framework;
- The use of Anti-Plagiarism Software (for students and faculty).

Financial Performance

The college has closed the year Mar 31-2011 with a surplus of \$20.7 million, compared to last year surplus of \$11.2 million, represents an increase of \$9.5 million (85%) from last year.

The total revenue increased by \$ 34.0 million (19%) compared to FY2009-10 revenue of \$183.6 million.

The total expenditure for the current year is \$196.9million, represents an increase of \$24.5 million (14%) million compared to the previous year total expenses of \$185.1 million,

THE CENTENNIAL COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations

Year Ended March 31, 2011

	2011	2010	Incr./Decr (\$)	%
REVENUE				
Grants and reimbursements (schedule 1)	\$ 91,801,617	\$ 85,828,236	5,973,381	7%
Enrolment revenues	91,897,175	67,957,729	23,939,446	35%
Contract training	7,167,763	5,712,640	1,455,123	25%
Restricted contribution recognized as revenue	3,920,965	3,591,814	329,151	9%
Amortization of deferred capital contributions	5,035,265	5,088,707	-53,442	-1%
Other income	10,703,219	9,019,776	1,683,443	19%
Ancillary operations (schedule 2)	7,141,428	6,413,872	727,556	11%
	217,667,432	183,612,774	34,054,658	19%
EXPENDITURE				
Salaries and benefits	126,514,485	112,678,185	13,836,300	12%
Operating expense	38,656,976	30,031,985	8,624,991	29%
Plant and property expenditures	10,144,935	9,325,260	819,675	9%
Amortization of capital assets (Note 7)	11,970,707	11,363,074	607,633	5%
Bursary and scholarship	3,920,965	3,591,814	329,151	9%
Ancillary operations (schedule 2)	5,741,019	5,452,470	288,549	5%
	196,949,087	172,442,788	24,506,299	14%
EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR				
	\$ 20,718,345	\$11,169,986	9,548,359	85%

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2010-11 are available at <http://www.centennialcollege.ca/AboutUs/publications>

Appendix

Multi-Year Accountability Agreement Report-back

MTCU has extended the submission deadline of the 2010-11 MYAA Report back from July 31st to September 30th to provide more time to the Colleges to complete the report. Centennial will submit its MYAA Report back with either President's or Board's approval by the end of September 2011.

Audited Financial Statements

The audited financial statements are attached separately.

Key Performance Indicators (KPI) Performance Report

	2010-11
STUDENT AND GRADUATE SUCCESS	
Employer Satisfaction	95.5%
Graduate Employment Rate	74.0%
Graduate Satisfaction Rate	76.3%
Student Satisfaction Rate	66.9%
Graduation Rate	58.7%

Employers Really Like Centennial

Centennial's Employer Satisfaction score of 95.5% is the highest obtained at Centennial since KPI surveying began. The 2011 result is tied for second highest in the province and is the highest result amongst the GTA colleges. Also, this marks the eight consecutive year in which Centennial has scored above 90% on Employer Satisfaction. Clearly, employers like the way we interact with them, involve them in our Program Advisory Committees and furnish them with qualified, skilled graduates.

Student Satisfaction Remains Stable

Centennial's Student Satisfaction overall scores and capstone scores are effectively unchanged from 2010. The overall Student Satisfaction score of 66.9% is unchanged, statistically speaking, as is the provincial average. We have high scores in the teaching and learning capstones, and like all colleges, score lower in the facilities and services categories.

This outcome was anticipated based on continuing enrolment pressures. Despite the opening of the A-Block building last September, students still feel overcrowded and their timetables continue to extend the learning day into the evening in some cases. This situation will be addressed with the opening of the Library and Academic Facility at Progress Campus this fall, which will add 22 classrooms and a large lecture hall to our campus inventory.

Graduate Satisfaction is Unchanged

Centennial's 2011 Graduate Satisfaction score is 76.3% and is unchanged from last year. By contrast, the provincial average declined by nearly 1% and four of the GTA colleges saw decreases ranging from approximately 1% to 2.5%. Overall, Centennial's Graduate Satisfaction results remain stable, with the 2011 result marking the ninth consecutive year in which Centennial has scored above 76%.

Graduate Employment is Dipping

The provincial average and all Toronto colleges experienced a decline in their Graduate Employment rates for a second consecutive year, attributed to the recent recession and the relatively slow pace of economic and employment recovery. Centennial's rate declined by approximately 3% but this is one of the smallest decreases among the local colleges.

Graduation Rate Off Slightly

Centennial's graduation rate experienced a small decline of 0.6% over 2010, which is slightly less than the 0.9% decline seen in the provincial average. The decrease in Centennial's rate is due to a decline in the graduation rate of our two-year diploma programs. By contrast, Centennial's graduation rates increased in one-year certificate programs by 4.5%, in three-year diploma programs by 5.6%, and in one-year post-diploma programs by 1.9%

Summary of Advertising and Marketing Complaints

Nature of Complaint	Date Received	How Resolved/addressed	Date Resolution Communicated to Student	# of working days to Resolve
NIL	NIL	NIL	NIL	NIL
NIL	NIL	NIL	NIL	NIL

Total number of complaints: NIL

Average number of working days to resolution: NIL

Board of Governors

External Board Members	Member since	Term expire date
David Garner, Chair	2007	2013
Kay Blair	2009	2012
Abena Buahene	2007	2013
Robin Cardozo	2009	2012
Juan Carranza	2009	2011
John Flannery	2009	2012
Garth Jackson	2008	2011
Mary Catherine Lindberg	2007	2013
John Montgomery	2006	2012
James Norrie	2007	2013
Angela Quattrocchi	2010	2013
David Sloan, Vice Chair	2007	2013
Hilary Short	2010	2013
John Wabb	2007	2013

Internal Board Members	Member since	Term expire date
Ann Buller, President	2004	2014
Delois Gittens, Support Staff	2008	2011
Jag Mohan, Administrative	2009	2012
Abhishek Pawar, Academic	2010	2012
Debra Warren, Faculty	2008	2011