



# ANNUAL REPORT 2018-19

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**Conestoga College Institute of Technology and Advanced Learning**

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## Contents

Message from the President.....	2
Vision/Mission/Values .....	4
Vision.....	4
Mission.....	4
Values.....	4
Goals .....	4
Achievement of Strategic Plan Goals and 2017-18 Business Plan Objectives .....	5
QUALITY .....	5
CAPACITY.....	11
SUSTAINABILITY .....	16
Analysis of Conestoga’s Operational Performance.....	22
Analysis of Conestoga’s Financial Performance.....	22
INITIAL CHALLENGES AND POSITION AT START OF 2017-18 FISCAL YEAR .....	22
IN-YEAR SIGNIFICANT ACTIVITY/ENVIRONMENT CHANGES .....	22
YEAR-END FISCAL POSITION.....	23
Appendix A - Strategic Mandate Agreement Report Back.....	25
Appendix B - Audited Financial Statements.....	26
Appendix C - KPI Performance Report .....	27
Appendix D - Summary of Advertising and Marketing Complaints Received.....	28
Appendix E - Institutes of Technology and Advanced Learning Reports .....	29
Appendix F - 2018-19 Board of Governors .....	37

## Message from the President

The year 2018-19 marked significant progress for Conestoga as we completed the second year of our 2017-2020 Strategic Plan focused on the priorities of quality education and services, enhanced capacity through facility and program development, and sustainability through responsible resource management. Over the past twelve months, we have achieved substantial progress towards the achievement of our vision for leadership in polytechnic education to meet the needs of learners, industry and the communities we serve.

Enrolment in full-time programs continued to grow in 2018-19, reaching more than 16,500 as of the November 1 count date: that total represents enrolment growth of more than 27 per cent over the last year alone. Our continued growth can be attributed to several factors, including our broad credential mix that attracts a diverse group of learners, an increased number of students seeking career-focused education after completing university programs, and enhanced international recruitment efforts. International student enrolment increased significantly in 2018-19 over the previous year, attracting approximately 7,000 students from more than 80 countries.

In 2018-19, Conestoga continued to expand opportunities and facilitate access to programming for all prospective students, with a particular focus on international students, new Canadians, and those from underrepresented or at-risk populations. Language training and upgrading programs, the establishment of additional program pathways, and enhanced student support services provided new opportunities for individuals from diverse backgrounds to access programming and achieve their potential.

More than 30 new programs were approved in 2018-19 as we continue to realign programming to address the needs of an evolving economy. Eight new programs have received Ministry funding approval to date.

Applied research activities continued to grow in 2018-19, supporting the needs of industry and community partners while providing students with opportunities to build real-world skills and connect with future employers. A new research facility opened at 96 Grand in Cambridge enhances applied research capacity. Over the past year, more than 3,600 students and 267 faculty were engaged in applied research through capstone, curriculum-based and independent research projects. The college continues to be ranked among the top 25 in Canada for research.

Conestoga finished 2018-19 with a net financial surplus of \$39.2M. The major renovation and expansion project at the Waterloo campus was completed on-time and on-budget, and significant growth was achieved in Brantford through the purchase and lease of additional buildings.

The college continues to explore multiple communications and outreach opportunities to increase public awareness of the value and impact the college provides to the communities we serve. According to a recent analysis, almost 55 per cent of adults in the region have studied at Conestoga, and our graduates contribute more than \$2.3 billion each year to the local economy.

The past year has seen many successes, and has positioned Conestoga exceptionally well as we continue to build essential capacity to address the opportunities and challenges ahead.

John Tibbits  
President

## Vision/Mission/Values

### *What We Stand For and Where We Want To Go*

#### **Vision**

Excellence in polytechnic education

#### **Mission**

To **CHAMPION** innovation in education and research

To **SERVE** community needs and priorities

To **EMPOWER** individuals to achieve their potential

#### **Values**

**EXCELLENCE** in the design and delivery of programs and services

**EQUITY** in providing opportunities for individuals from diverse backgrounds and communities

**ENGAGEMENT** as an active partner, responsible employer and corporate citizen

#### **Goals:**

**QUALITY**

**CAPACITY**

**SUSTAINABILITY**

*Please refer to Conestoga's [2017 – 2020 Strategic Plan](#)*

## Achievement of Strategic Plan Goals and 2018-19 Business Plan Objectives

### QUALITY

Between 2017 and 2020, Conestoga will demonstrate excellence and continuous improvement in programming and services.

Objective	2018-19 Achievements
<p><b><i>Q1. Continually improve programming through the ongoing implementation of quality assurance measures and processes.</i></b></p>	<p><i>We will focus on quality programming that supports student success and effectively addresses industry and community needs. Continued implementation of established quality assurance processes will contribute to the effectiveness of our programs, the success of our graduates and the satisfaction of their employers.</i></p> <p>Conestoga’s Continuous Quality Initiative (CCQI) continued to engage stakeholders from across the college community in 2018-19. The CCQI Working Committee and sub-groups continue to provide leadership for continuous improvement in academic and service areas across the college.</p> <p>In 2018-19, Conestoga began scheduling exams in the Doon Recreation Centre for large, multi-section courses. The move towards a uniform and consistent testing environment has created numerous pedagogical and operational benefits, including enhanced proctoring supports. Over the last two semesters, approximately 12,800 School of Business students completed their examinations in the Recreation Centre’s north gym.</p> <p>Chairs, program managers and faculty leads for programs continued to receive centralized support in the completion of Annual Program Reflections (APR) and Major Program Reviews (MPR). APRs were completed and submitted for all programs within the 2017-18 cycle, and completions for 2018-19 remain on track.</p> <p>New enhancements to the APR system included the introduction of forms designed to help academic chairs with planning by encouraging compliance with Ministry standards, more in-depth reflection, and action item prioritization. Updates to the APR system have resulted in more efficient sign-offs and completed program maps. The ongoing analysis and sharing of APR action items with academic and service areas have resulted in enhanced cross-college communications and collaboration.</p>

Objective	2018-19 Achievements
	<p>Work on MPRs is ongoing and the number completed within the cycle year continues to increase. Based on the current schedule, all applicable full-time, part-time and OntarioLearn programs will have completed MPRs by 2020.</p> <p>Conestoga has successfully streamlined quality processes for degree programs by refining quality management practices and systems that align with professional accreditation requirements. In 2018-19, a Degree Quality department was created to oversee program review processes and supports.</p> <p>The degree program quality system will continue to be refined in relation to PEQAB process updates. The implementation of the PEQAB and Accreditation Repository initiative will be expanded in the coming year to further support Conestoga’s degree and program accreditation efforts.</p>
<p><b><i>Q2. Support student achievement and success through the delivery of a full range of services in a secure and inclusive learning environment.</i></b></p>	<p><i>We will support student success and satisfaction through a comprehensive range of services that address the academic, cultural and social needs of learners from diverse backgrounds.</i></p> <p>In 2018-19, Conestoga continued to expand and refine academic and support services that encourage student success and satisfaction. Highlights include:</p> <ul style="list-style-type: none"> <li>• Establishment of a college orientation working committee to streamline communications, logistics planning and resources required for all student start-up and transition initiatives. Comprised of representatives from International Education, Registrar’s Office, Student Engagement, Athletics and CSI, the committee’s initial focus was on streamlining communication and transition processes to better support the onboarding of domestic and international students.</li> <li>• Signing of the Indigenous Education Protocol, affirming Conestoga’s commitment to support Indigenous learners on their educational journey. The protocol, developed by Colleges and Institutes Canada, outlines seven guiding principles to address the learning needs of Indigenous peoples and support self-determination and socio-economic development of Indigenous communities.</li> <li>• Redesign of the college’s academic integrity systems and supports, including the launch of an online filing system for academic offences as well as an academic integrity website and a series of online modules. A new academic integrity</li> </ul>

Objective	2018-19 Achievements
	<p>coordinator position was established to support students and faculty through consultations, workshops and new resource development.</p> <ul style="list-style-type: none"> <li>• Student Affairs launched several new early intervention initiatives to support student transition, promote help seeking, and remove barriers to success. The co-location of Accessible Learning Services and Early Intervention and Academic Support Services within the Learning Commons at Doon has facilitated student access to services.</li> <li>• A number of initiatives were launched in 2018-19 to enhance programming and services focused on student well-being and success. A new dedicated wellness space opened at Doon provides resources and services in collaboration with Canadian Mental Health Association (CMHA) Waterloo Wellington and their peer support services. Work has also begun on the creation of a Student Mental Health Strategy for Conestoga, and new positions established to enhance the processes and service delivery.</li> <li>• Additional student success advisors were appointed to provide support, triage and referral services for students. Over two semesters, the advisors led 2,500 in-person advising instances with students.</li> <li>• Further enhancements were made to student services to meet evolving student needs. For example, Writing Services shifted their service approach to offer more frequent appointment times as well as increased drop-in hours to support additional students.</li> <li>• Conestoga's e-text program continued to grow in 2018-19, providing students and faculty with easy access to essential course resources. E-texts were used in 28 programs, accounting for a total of 8,225 students. Enhancements were also made to delivery and distribution, such as the inclusion of links to e-texts within course shells on eConestoga.</li> <li>• In 2018-19, Conestoga students were provided with more than \$3.8 million in financial aid support to offset their education costs. More than \$1 million was provided through donor-sponsored awards, with the balance provided through tuition set-aside and work-study programs.</li> <li>• A new policy statement on Upholding Free Speech was implemented in 2019. Developed by a task force of Ontario</li> </ul>

Objective	2018-19 Achievements
	<p>college leaders in collaboration with the College Student Alliance and legal experts, the statement defines freedom of expression as "the right to speak, write, listen, challenge and learn." Conestoga will submit its inaugural Free Speech annual report to HEQCO later this year.</p>
<p><b>Q3. Develop career-ready graduates by building on our leadership in work-integrated, experiential and active learning.</b></p>	<p><i>We will continue to enhance opportunities for students to apply their skills and knowledge through the integration of learning activities that reflect real-world challenges and opportunities and prepare graduates for successful careers.</i></p> <p>Conestoga continued to expand and track experiential learning opportunities for students in alignment with our vision for excellence in polytechnic education as well as the Ministry's commitment to provide all students with experiential learning (EL) opportunities.</p> <p>Enhancements in 2018-19 included:</p> <ul style="list-style-type: none"> <li>• Development of a standardized WIL/EL typology that was approved by Academic Forum</li> <li>• Creation of new course components in the student information system (SIS) to track student WIL and EL opportunities, as well as integration of experiences through MyCareer, a recent software upgrade.</li> <li>• Utilization of MPR process to expand how programs assess current and potential opportunities for experiential learning through activities such as co-op work terms, work placements, job shadowing, community projects, simulations, capstone and applied research projects.</li> </ul> <p>With support from the Career Ready Fund, Conestoga worked with the Linamar Corporation to create an innovative field placement for students in the Mechanical Techniques - Millwright and Electro-Mechanical Maintenance programs. Students participate in 14 hours of online preparation and reflection, as well as 49 hours in a formal work environment at a Linamar site. The online curriculum has the potential to be modified and added to other programs to support additional WIL opportunities or enhance the student experience.</p>
<p><b>Q4. Foster the development of an effective and high-performing employee team.</b></p>	<p><i>We will achieve our current and future goals through the recruitment and development of a qualified and talented employee team supported through ongoing professional and personal learning opportunities that result in enhanced skills, shared successes and an engaged college community.</i></p>

Objective	2018-19 Achievements
	<p>More than 680 Conestoga employees participated in the college’s 2018 Employees for Excellence in Education (E3) conference. The conference featured 46 workshops led primarily by members of the college community. An additional 349 employees registered for the opening and closing keynote speakers.</p> <p>Professional development for employees continues to be a priority at Conestoga. More than 450 workshops in 2018-19 provided faculty, support staff and administrators with opportunities to learn and expand their skills:</p> <ul style="list-style-type: none"> <li>• 102 full-time faculty members participated in the three phases of the College Educator Development Program (CEDP) in 2018.</li> <li>• Workshops delivered through Conestoga’s Faculty Development Program (CFDP) attracted more than 1,950 registrations. The series of 5 workshops, offered throughout the year, is mandatory for all new faculty members</li> <li>• Teaching and Learning consultants conducted more than 160 classroom observations of individual faculty as well as 15+ classroom observations to support program-specific initiatives.</li> <li>• There were 700 registrations for Intercultural Teaching Practices and Intercultural Customer Service workshops. These workshops support Conestoga employees in their efforts to serve an increasingly diverse college community.</li> <li>• Throughout 2018-19, Teaching and Learning consultants held monthly Chair Dialogues on topics that ranged from the Ontario Human Rights to supporting international students.</li> <li>• Degree Quality developed and delivered 13 new workshops to faculty and administrators on a wide range of topics related to degrees, including teaching in degrees, degree curriculum, degree culture, experiential learning and research.</li> <li>• Conestoga’s Curriculum Planning and Operations office supported program development at Conestoga by providing 15 customized and standard workshops on topics related to program mapping and course and program outcomes.</li> <li>• New full-time Teaching &amp; Learning consultants were hired at Brantford and Doon to support our growing and diverse faculty employee group.</li> </ul>

Objective	2018-19 Achievements
	<ul style="list-style-type: none"><li data-bbox="613 260 1382 407">• The sixth annual Scholarship Forum provided 65 faculty and administrators with the opportunity to learn more about applied research opportunities and Conestoga’s Professional Currency and Scholarship framework</li></ul>

## CAPACITY

**Between 2017 and 2020, Conestoga will build our capacity to address community, workforce and industry needs through the development of facilities, technologies and programming options.**

Goal	2018-19 Achievements
<p><b><i>C1. Deliver a comprehensive range of career-focused programs that responds to current and evolving workforce needs.</i></b></p>	<p><i>We will remain committed to a comprehensive range of accessible, career-focused programming geared to workforce and community needs. Targeted areas for development in 2017-2020 include substantial expansion of programming in Brantford, additional engineering and IT programming, increased access to trades and apprenticeship training, the enhancement of culinary and hospitality offerings, and focused programming for a potential Milton campus in partnership with Wilfrid Laurier University (WLU).</i></p> <p>In fall 2018 Conestoga successfully opened an expanded Brantford campus. Enrolment at Brantford grew from 100 students in fall 2017 to more than 480 students, including 330 international students, in fall 2018. Growth was supported through the acquisition of property in the city of Brantford and the surrounding county to create new classrooms and labs for the delivery of programming. As a result of the campus expansion, the Brantford campus offers a wider range of diploma, certificate and graduate degree programming in business, community services, liberal studies and trades. Plans are in place to further expand the range and capacity of programming in business, community services and trades in 2019-20.</p> <p>In 2018-19, Conestoga continued to support the development, approval and implementation of new programs aligned with industry and community need, with a particular emphasis on graduate certificate programming. A total of 33 programs moved through the internal approval process: 9 certificates of achievement, 7 college certificates, 4 Ontario college diplomas, 8 Ontario college graduate certificates and 5 degrees. In total, 21 programs were validated by Curriculum Validation Services at Ontario Colleges Quality Assurance System (OCQAS) and 8 have already obtained funding approval from MTCU.</p> <ul style="list-style-type: none"> <li>• Baking and Pastry Arts Management, Ontario College Diploma</li> <li>• Dental Assisting Levels I and II, Ontario College Certificate</li> <li>• Dental Hygiene, Ontario College Advanced Diploma</li> <li>• Information Technology Infrastructure, Ontario College Graduate Certificate</li> <li>• Massage Therapy, Ontario College Advanced Diploma</li> <li>• Pharmacy Technician, Ontario College Diploma</li> <li>• Professional Cheese Making, Ontario College Certificate</li> <li>• Woodworking Techniques - CNC, Ontario College Certificate</li> </ul>

Goal	2018-19 Achievements
	<p>In 2018-19, the School of Liberal Studies implemented a series of community outreach events to enhance engagement with the area's Indigenous community as well as non-profit and educational institutions. Through the support of a Social Sciences and Humanities Research Council grant, this project will continue in the coming year, featuring four seasonal gatherings with full-day workshops over several weekends.</p> <p>Conestoga continued to expand its offering of Indigenous programming in 2018-19, with 125 students registered in Indigenous courses offered through the School of Liberal Studies. A new Certificate of Achievement in Indigenous Studies has been approved and will be offered for the first time in fall 2019.</p>
<p><b><i>C2. Renew and expand campus facilities to support enhanced access and the delivery of programming and services.</i></b></p>	<p><i>The expansion of the Waterloo campus to be completed in 2018 will enhance access to programming and services for a diverse range of learners, grow enrolment in key program areas, improve the visibility and image of Conestoga at the gateway to Waterloo's education corridor, and consolidate two small rental satellites while improving college services. Other priority projects include substantial expansion of facilities in Brantford, the establishment of the new WLU campus in Milton, the development of an enhanced Student Centre, and continued renewal and refurbishment of existing facilities. We will also continue to explore potential partnerships for the development of new, multi-use facilities on college lands that address community needs while providing additional opportunities for students and programs.</i></p> <p>We continued to renew and expand campus facilities in 2018-19. In particular, the expansion of campuses in Brantford and Waterloo significantly increased capacity to support growth in college enrolment and services.</p> <p>The Brantford campus was a focal point for expansion and enhancement in 2018-19. Several properties were purchased and a number of leases acquired to facilitate programming growth and serve the needs of the Brantford-Brant community. A 21,000 sq. ft. purchased building as well as 8,200 sq. ft. of leased space were refurbished to meet the programming needs of a large cohort of new Conestoga students in fall 2018. In winter 2019, another 7,300 sq. ft. of leased space was converted to create a lounge for Conestoga students in Brantford.</p> <p>The reconstruction of the Waterloo campus continued in 2018-19. The 155,000 sq. ft. expansion was completed in September 2018, while renovations to the campus – including a lecture and demonstration theatre</p>

Goal	2018-19 Achievements
	<p>and two Technologically Enhanced Active Learning (TEAL) labs – were concluded in March, 2019.</p> <p>A new 5,000 sq. ft. integrated Test Centre at the Doon campus was built in 2018-19. The Test Centre provides a central and convenient one-stop testing site that can seat 132 testers. In fall 2018 the Test Centre administered 5,677 tests, including 3,555 accommodated tests. The Test Centre demonstrates our commitment to create enhanced campus spaces to better support the needs of our diverse student population.</p> <p>We continue to increase learning and service spaces on campus through a number of initiatives. In 2018-19, 11 classrooms were upgraded and renovations were made to campus spaces used by students. The installation of an accessible computer lab, inclusive washrooms, tactile surfaces at stairwells and height adjustable desks in classrooms support enhanced accessibility and inclusivity of campus learning spaces and facilities. Additional infrastructure projects resulted in upgrades to student areas such as cafeterias and washrooms.</p>
<p><b><i>C3. Increase access to education and skills training through pathways, technologies and flexible programming options.</i></b></p>	<p><i>We will continue to enhance access to programming through the expansion of online and hybrid delivery models and explore new opportunities for the delivery of short courses, modular programming and stackable credentials that lead to career success. Continued investment in technology-based tools and infrastructure will support new approaches to efficient and effective program delivery that meets the needs of today’s learners.</i></p> <p>We continue to develop and enhance programming options for students through academic agreements and pathways with post-secondary institutions across Canada and around the world. In 2018-19, Conestoga completed an agreement with Wilfrid Laurier University that provides a pathway for the college’s Journalism diploma students into the Honours Digital Media and Journalism degree at Laurier. In 2019, we completed an articulation agreement with Niagara University that provides graduates from Conestoga’s International Business Management and Accounting, Audit and Information Technology degree programs with a pathway to the Masters of Business Administration program delivered at Niagara University’s main campus in Lewiston, New York.</p> <p>In 2019, work began on a project to redesign how academic pathway and credit transfer information is presented on the college website, with the goal of enhancing the user experience through improved messaging and search capabilities.</p> <p>In 2018-19, the Credit Transfer Office processed approximately 6,200 requests. Work began in 2018-19 to implement a new Credit Transfer request and approval system that will significantly improve the credit</p>

Goal	2018-19 Achievements
	<p>transfer process by reducing process times and enhancing decision-making and communication capabilities.</p> <p>In 2019, Conestoga administrators travelled to Ireland to explore partnership opportunities. Post-secondary institutions in Ireland and other strategic locations will continue to be focal points for academic pathways and agreements that support college growth and diversification.</p> <p>In 2018-19, the Online Learning Centre created 68 online courses and redesigned 17 additional courses (including quality audits, revisions, and media assets).</p>
<p><b>C4. Address the innovation needs of industry and community partners through the expansion of applied research capacity.</b></p>	<p><i>We will continue to expand applied research activities and the development of Conestoga’s centres of excellence to support student learning, spur innovation for small and medium-sized enterprises in the local community, and contribute to regional prosperity. Priority projects include the establishment of a centre of excellence for Supply Chain Management and the development of an applied research hub in the Gaslight District in Cambridge that will provide new opportunities to focus on innovation for advanced manufacturing, cybersecurity and advanced recycling technologies.</i></p> <p>Conestoga continued to be ranked among Canada’s top 25 research colleges in 2018-19. The college secured \$11 million in research funding commitments in 2018-19 and engaged 267 faculty and 3,605 students in applied research activities. The number of faculty and students involved in applied research at Conestoga achieved record highs in 2018-19, representing increases in research participation rates of 35 per cent (faculty) and 42 per cent (students) over the previous year. The number of applied research projects grew from 1,184 to 1,761 in the same period.</p> <p>Growth in applied research at Conestoga has been spurred by several important achievements in the past year.</p> <ul style="list-style-type: none"> <li>• A new Applied Research Hub in Cambridge officially opened in 2018-19. This new facility will enhance the college’s capacity for innovation and applied research in the areas of smart manufacturing, advanced recycling technologies and cybersecurity. A fully functional Waste Electrical and Electronic Equipment (WEEE) pilot plant is under construction at the hub. This research uses advanced technologies to provide new solutions for dismantling electronics, removing plastics, recovering precious or rare earth metals for re-use, and making recycling economically feasible.</li> <li>• A new Canadian Institute for Safety, Wellness and Performance was established at Conestoga in 2018-19. Dr. Amin Yazdani,</li> </ul>

Goal	2018-19 Achievements
	Director for the centre, secured grants from Defence Research and Development Canada for research projects on First Responder Fatigue Risk Management.

## SUSTAINABILITY

Between 2017 and 2020, Conestoga will build on our longstanding commitment to responsible resource management, engaging with partners and exploring new opportunities to support the achievement of our goals.

Objective	2018-19 Achievements
<p><b><i>S1. Achieve economies of scale and enhance revenues through enrolment growth and increased student retention.</i></b></p>	<p><i>We will continue to increase enrolment in high-demand areas by implementing new recruitment methodologies and expanding international recruitment into a broader range of countries and markets. Delivery of a quality learning experience, including a comprehensive range of support services tailored to student needs, will support retention and continued progress in graduation rates.</i></p> <p>As outlined in our Strategic Mandate Agreement, Conestoga targeted stable enrolment for domestic students for 2018-19, along with continued substantial growth in international student enrolment.</p> <p>Total post-secondary enrolment for fall 2018 grew by 27 per cent over fall 2017 with a 107 per cent increase in international students: international enrolment represented 46.4 per cent of total fall full-time enrolment.</p> <p>Increasing our investment in digital and program-specific marketing, including search-engine marketing, social media advertising, retargeting and lead generation campaigns, has contributed to a 3.1 per cent growth in 2018-19 enrolment for first-year, full-time domestic students during a period of domestic enrolment decline across the Ontario college system.</p> <p>In 2019, a new virtual tour was launched to showcase Conestoga to prospective international and domestic students. The virtual tour has been viewed in 108 countries with high levels of engagement, and was recognized by the International Academy of Digital Arts &amp; Science for a website in the school/university category.</p> <p>In 2018-19, the International Education office launched an international digital plan. Through recruitment webinars and social media campaigns, the digital plan connects Conestoga with prospective students in emerging markets. Our heightened online presence abroad improves the efficacy of digital recruitment initiatives in new markets and reinforces a positive digital presence for Conestoga.</p> <p>The Continuing Education (CE) website was redesigned to deliver improved user experience, search engine optimization and mobile</p>

Objective	2018-19 Achievements
	<p>responsiveness. Following the launch of the new website, CE registrations increased by 18 per cent over the previous year.</p> <p>In June, 2018, 44 Conestoga employees participated in an intensive two-day Retention Summit, engaging in collaborative discussions on processes and practices that support student success. Analysis of participant feedback identified four areas of focus: transition to college, identification of at-risk students, student advising and student supports. Work on student retention initiatives will continue in 2019-20.</p>
<p><b><i>S2. Enhance engagement with college and community partners to support the achievement of our goals.</i></b></p>	<p><i>We will launch new initiatives to increase public awareness of Conestoga's role in supporting the prosperity and well-being of our community. Building on our strong relationships with student government, alumni, partners and stakeholders will support the development of programs, services and facilities and provide new opportunities for current and future students.</i></p> <p>In 2018-19, more than 40 presentations were made to area Economic Development Committees, Chambers of Commerce, service groups, on-campus groups and PAC committees to highlight Conestoga's economic impact on the community as outlined in the 2017 <i>Adapting to Prosperity Report</i> by University of Waterloo economist Larry Smith.</p> <p>Conestoga's sixth annual Jill of all Trades event in 2018-19 brought approximately 230 young women in grades 9 to 12 to the college's Cambridge campus to explore trades and apprenticeship career options through participation in a variety of hands-on workshops in different sectors. This initiative, funded through the Ontario Youth Apprenticeship Program, demonstrates the strong partnership that exists between School College Work Initiative (SCWI) at Conestoga and eleven local school boards. A Jill of all Trades event template is now under development, and will allow Conestoga to partner with other colleges, school boards and community partners to deliver the event at institutions across the province.</p> <p>Partnerships have been an integral component of the growth of trades programming in Brantford. The college has worked with City of Brantford, the County of Brant, and the Municipal Airport Board to expand and diversify learning opportunities offered in Brantford. An important and growing partnership with both local school boards and the School College Work Initiative (SCWI) regional planning team is focused on engaging local elementary and secondary students. We also have partnerships with the OGWEHOWEH Skills and Trades Training Centre in Oshweken and the Niagara Peninsula Aboriginal Area Management Board (NPAAMB) as well as with many local employers and suppliers.</p>

Objective	2018-19 Achievements
	<p>Through a donation from the Lyle S. Hallman Foundation, Conestoga is engaged in a multi-year project to strengthen our capacity to support student mental health and wellness. A peer-to-peer engagement strategy implemented in 2018-19 encouraged student belonging and supported connection with college services. In addition, a number of media-enhanced resources that represent student mental health from a number of perspectives were created to support the professional learning of our academic teams. Current projects include the development of a series of videos and workshops that will engage our community field placement and clinical partners in supporting the mental health and wellness of students through work-integrated learning experiences.</p> <p>The Ministry directives on the Student Choice Initiative provided the college with an opportunity to review the ancillary fees being charged to students including those of the student government (CSI). As of June 2019, fees for essential college services are clearly outlined for students, including services that support health and wellness, academic supports and career and employment initiatives. We worked closely with CSI to determine how they can best contribute to these essential services. Our work on this initiative will ensure that the college and the student association remain aligned in our support of students and fees associated with services.</p> <p>Work done by the Schlegel Centre for Advancing Seniors Care at Conestoga in collaboration with industry partners has resulted in the development of online educational products for health-care professionals on best practices as well as information collection and management systems that help document and plan care. In 2019, findings from a Centre study examining the efficacy of an online module on incontinence and continence care practices were co-presented at the 2019 biennial Canadian Gerontological Nurses' Association Conference and annual 2019 Research Institute for Aging's Innovation Summit.</p> <p>Conestoga had a direct and positive impact on provincial regulations and processes, including through the Ministry-College Ontario joint program approvals taskforce, the College Degree Operating Group and affiliated projects, and sharing/negotiation/projects with PEQAB. Enhanced engagement with Ministry, college and university, industry and community partners resulted in increased awareness of Conestoga degrees, impact and graduate capabilities.</p>
<p><b><i>S3. Effectively manage resources to support the sustainable delivery of college</i></b></p>	<p><i>We will implement new approaches to further improve space and resource utilization across the college that will support increased enrolment in existing facilities and create additional revenues. Our continued commitment to energy use reduction and waste diversion will lead to cost-savings and further reduce our carbon footprint.</i></p>

Objective	2018-19 Achievements
<p><i>programming and services.</i></p>	<p>The centralization of scheduling operations continued to progress in 2018-19, with the Scheduling Office managing timetabling activity across six campuses. For the fall and winter semesters, the Scheduling Office scheduled approximately 7,500 classes. The number of timetabled classes has grown each semester, with a 34 per cent increase from fall 2017 to 2018, a 39 per cent increase from winter 2018 to 2019 and a 32 per cent increase from spring 2018 to 2019.</p> <p>Business intelligence data, such as room utilization, are generated college-wide to measure key performance indicators and support strategic decision-making on effective resource utilization. The course-based registration process continues to enhance satisfaction by providing opportunities for students to view schedule options and create personalized, conflict-free timetables based on preferred days/times while optimizing space utilization.</p> <p>Conestoga continued to work actively to expand resources related to Business Intelligence (BI) in 2018-19. Informed by discussions at the 2018 Retention Summit, a retention database was developed and is now available to staff through an interactive dashboard. The dashboard informs decision-making at both the strategic college level as well as the program level.</p> <p>The Online Learning Centre (OLC) completed a comprehensive process review in 2018-19. Workflow mapping identified process and resource allocation gaps that were addressed by adopting new technology and processes. The refined processes and tools have increased the OLC's ability to manage tasks and prioritize projects, increase productivity and more efficiently collaborate, communicate, share and store information across project teams.</p> <p>IT resources play an essential role in the delivery of college programming and services. A number of significant initiatives were undertaken in 2018-19 to ensure Conestoga's continued ability to meet student and staff expectations:</p> <ul style="list-style-type: none"> <li>• Introduction of security awareness training for all employees</li> <li>• Upgrade of college firewall for improved capacity and high availability</li> <li>• Upgrade of Office 365 licensing, increasing mailbox capacity from 50 GB to 100GB</li> <li>• Improvements to email integrity with the addition of Microsoft Advanced Threat Protection Services</li> </ul>

Objective	2018-19 Achievements
	<ul style="list-style-type: none"> <li>• Expansion of academic opportunities available to Conestoga students through technology support for new/renovated sites at locations in Brantford, Waterloo and 96 Grand in Cambridge</li> <li>• Deployment of Windows 10 in labs across all campuses</li> <li>• Upgrades to the wired and wireless networking infrastructure to provide higher throughput and improved redundancy (including increased service to Guelph and Ingersoll campuses)</li> <li>• Upgrades to the myConestoga portal to support load balancing</li> <li>• Defined disaster recovery and incident management governance.</li> </ul> <p>In 2018-19, Conestoga completed numerous initiatives to support efficient energy consumption at our Waterloo, Doon and Guelph campuses:</p> <ul style="list-style-type: none"> <li>• To support the adoption of electric vehicles, grants from Waterloo Region’s Community Environmental Fund were used to purchase three sets of electric vehicle charging stations at the Doon and Waterloo campuses.</li> <li>• The 250-ton geothermal project and 500 kW capacity solar panel field were installed at the Cambridge campus. This initiative is projected to reduce annual greenhouse gas equivalent emissions by 390 MT of CO<sub>2</sub> per year, the equivalent of removing 98 cars from the road. The solar field will offset 100 per cent of the energy used by the geothermal system as well as providing additional renewable electricity for the campus.</li> <li>• By employing design innovations such as the use of solar panels and ice storage technology, the Waterloo campus expansion project achieved 50 per cent higher efficiency than levels mandated by Canada’s national energy code.</li> <li>• To ensure that the college maintains the provincial standard waste diversion rate of 60 per cent, waste audits are conducted at each campus. Research was conducted on the impact of beginning a program where specific “coffee cups only” bins were added to our recycling system. Based on the research findings, a “coffee cup only” pilot program will begin at Doon in mid-2019.</li> </ul> <p>The Library partnered with the Bookstore, faculty and academic chairs to identify courses in which traditional textbooks could be replaced with reduced cost alternatives. Library staff researched options, shared their findings with academic teams for review, procured resources, and</p>

Objective	2018-19 Achievements
	<p>assisted faculty to set up access. As an indication of the initiative’s impact, the Library’s top three eBooks are required textbooks and have been accessed 31,755 times since 2017, saving students \$150,000.</p>
<p><b><i>S4. Explore and advance revenue generating opportunities.</i></b></p>	<p><i>We will continue to seek out new opportunities to increase revenues from ancillary operations and introduce new or enhanced services that will result in additional revenues to support the achievement of our goals.</i></p> <p>Conestoga’s International English Language Testing System (IELTS) Centre continued to be Canada’s largest IELTS Test Centre, accounting for more than 15 per cent of the total Canadian market through over 30 test venues from Montreal to Vancouver. In 2018-19, the centre experienced 10 per cent growth in test-delivered candidates and launched Canada’s first off-site, computer-delivered IELTS testing venue.</p> <p>Corporate Training has supported the development of our local and Canadian workforce by offering relevant industry workshops, courses and custom training. In 2018-19, Corporate Training delivered more than 200 courses and workshops to 1,400 individuals on topics that ranged from team leadership to supportive care.</p> <p>Conestoga continued to partner with industry, other post-secondary institutions and government agencies to deliver a wide range of innovative and engaging programming, including an online training module on Workplace Aggression Training for Members of Parliament (MP) within Canada’s House of Commons. MPs and their support staff working within the constituency offices can complete the module in English or French to learn strategies to prevent, respond and debrief when faced with aggressive individuals or situations.</p> <p>Strong growth in international student enrolment has contributed to the internationalization of our campuses as well as enhanced our ability to support resource and facility expansion required to meet Ontario’s work-force needs.</p>

## Analysis of Conestoga's Operational Performance

Conestoga's operational performance in relation to the goals outlined in the Strategic Plan and 2018-19 Business Plan has been discussed thoroughly in the preceding sections. Conestoga's operational performance in relation to financial outcomes is discussed in this section.

## Analysis of Conestoga's Financial Performance

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### INITIAL CHALLENGES AND POSITION AT START OF 2018-19 FISCAL YEAR

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- Conestoga had ambitious student enrolment growth goals in a provincial college system expecting limited growth for domestic students.
- The Provincial Operating Grant mechanism uses historic audited enrolment levels to determine the grant entitlements of colleges. This method will be transitioned to the corridor funding model over the next two years. During these two years, Conestoga will receive the higher of the previous grant calculation and the new grant calculation. Beginning in 2020-21, the grant will be based on the midpoint of the corridor calculation, which will not provide additional funding for growth. Additional changes to the funding model have been announced and KPIs will be a significant component of the corridor funding model in the future.
- Conestoga has experienced growth in satellite locations including Guelph and Brantford as well as expanded programming at the Waterloo campus. This has allowed for growth in programs and enrolment at all campuses.
- Conestoga had significant capital commitments at the beginning of the year related to the continued expansion of the Waterloo campus. As a result of successful fundraising as well as higher than budgeted revenues, these costs are fully covered and the project is now complete. There are no new loans or financing related to this project, which was completed on time and on budget.

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### IN-YEAR SIGNIFICANT ACTIVITY/ENVIRONMENT CHANGES

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The increased number of international students was an influential factor impacting net financial results. Although much of this increase was built into 2018-19 revised budget projections, year-end enrolment surpassed projections.

- International student tuition revenue increases drove an overall tuition revenue increase of 4.7 per cent or \$6.6M over the revised budget projections.
- International student enrolment increased by 108.3 per cent between 2017-18 and 2018-19.

- Conestoga’s international student population over the 2018-19 year grew to 46.4 per cent of all full-time students, up from 30.3 per cent in 2017-18.
- To provide quality services to all students and to manage this growth, the college supported new staff and faculty hiring and procured additional leased and purchased buildings.
- In January 2019, the Ministry announced changes to student fees and required reductions to domestic tuition. These changes will take effect in September 2019 and will result in lower essential fees for students as well as reduced tuition revenue for the college for the 2019-2020 year.

## YEAR-END FISCAL POSITION

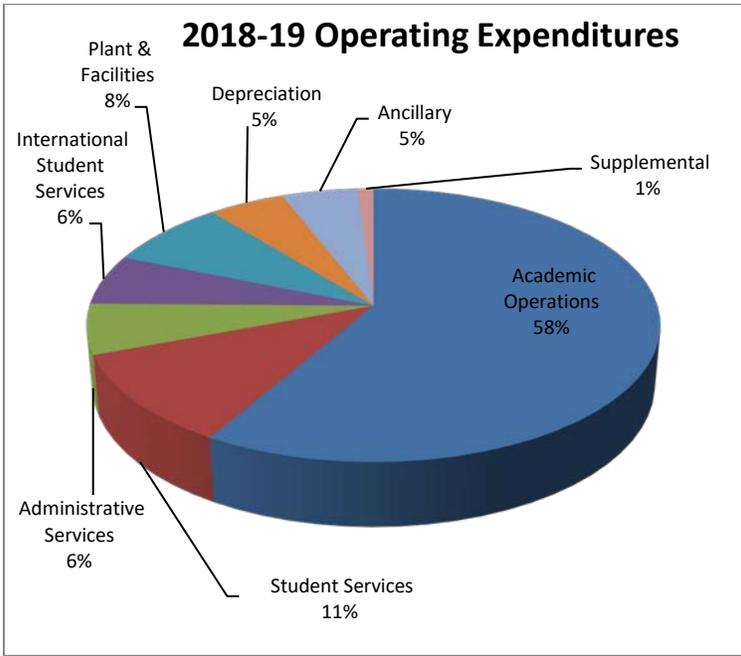
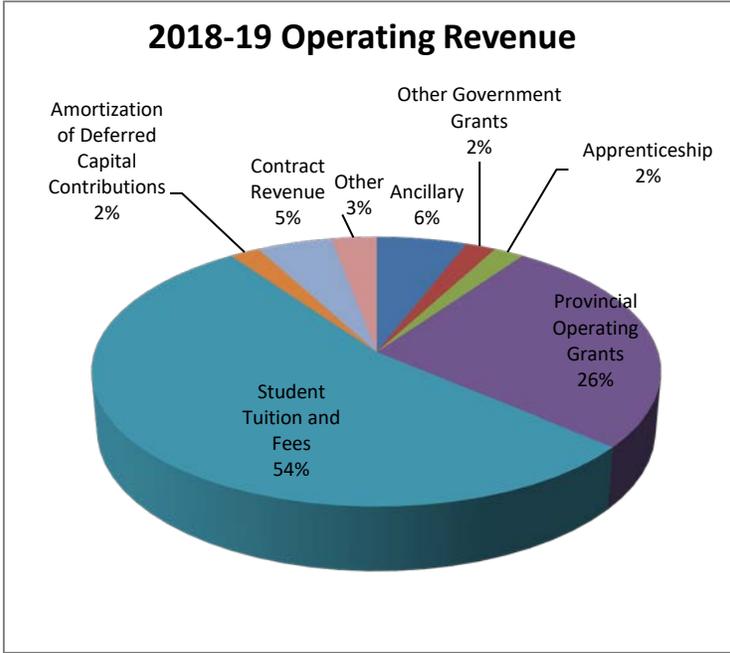
The 2018-19 fiscal year results confirm Conestoga’s ability to achieve strategic objectives including enrolment and program growth to meet community and labour market needs.

The table below summarizes 2018-19 fiscal results as compared to the budget projections. Significant changes resulted from the following:

- A surplus of revenue over expenditure of \$39.2 million.
- Operating revenue was over budget projections by approximately \$17.2 million or 5.9 per cent of budget, primarily resulting from increased enrolment.
- Operating expenses were \$1.8 million or 0.7 per cent over the revised budget.

	2018-19 Actual		Budget Projection		% of Budget
	Fiscal Year Results (000's)		Fall 2018 (000's)		
Non-Capital Related Expenditures					
Revenue		307,284		290,095	105.93%
Expenditure		261,599		259,797	100.69%
<b>Operating Surplus</b>		<b>\$45,685</b>		<b>\$30,298</b>	
Capital Contributions/Depreciation					
Capital Contribution Amortization	7,123		6,692		106.44%
Depreciation	13,565		13,613		99.65%
<b>Net Capital Amortization Expenditure</b>		<b>(\$6,442)</b>		<b>(\$6,921)</b>	
<b>NET SURPLUS FOR FISCAL YEAR</b>		<b>\$39,243</b>		<b>\$23,377</b>	

The following charts illustrate the sources of college revenue and the major expenditure categories. Revenue and expenditure patterns were similar to prior years. Further details are provided in Appendix B – Audited Financial Statements.



### Subsidiaries and Foundations

The operation of Conestoga’s campus radio station, CJIQ, is fully integrated into the Broadcast Radio program and, as such, all financial aspects are incorporated within Conestoga’s overall financial statements found in Appendix B - Audited Financial Statements.

## Appendix A

### Strategic Mandate Agreement Report Back

The most recent [SMA Report Back](#) is posted on the college website.

## **Appendix B**

### **Audited Financial Statements**

The audited [2018-19 Financial Statements](#) are available on Conestoga's website.

## Appendix C KPI Performance Report

	2014-15		2015-16		2016-17		2017-18		2018-19*	
	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges						
	%	%	%	%	%	%	%	%		
Post-Secondary Graduation Rates	<b>69.3</b>	65.7	<b>71.7</b>	67.0	<b>71.3</b>	66.6	<b>72.8</b>	66.8	<b>N/A</b>	<b>N/A</b>
KPI Provincial Survey:										
Employment Rate	<b>88.5</b>	84.0	<b>86.9</b>	83.6	<b>86.4</b>	83.0	<b>89.3</b>	85.7	<b>N/A</b>	<b>N/A</b>
Employer Satisfaction	<b>87.0</b>	88.1	<b>90.8</b>	91.4	<b>94.4</b>	91.2	<b>92.8</b>	92.5	<b>N/A</b>	<b>N/A</b>
Graduate Satisfaction	<b>81.7</b>	80.0	<b>81.4</b>	80.3	<b>81.7</b>	78.8	<b>82.7</b>	79.5	<b>N/A</b>	<b>N/A</b>
Student Satisfaction	<b>74.4</b>	76.0	<b>74.1</b>	76.8	<b>75.6</b>	76.5	<b>73.3</b>	73.4	<b>N/A</b>	<b>N/A</b>
Overall KPI	<b>82.9</b>	82.1	<b>83.3</b>	83.0	<b>84.5</b>	82.4	<b>84.5</b>	82.8	<b>N/A</b>	<b>N/A</b>

\* 2018-19 KPI data was not available for inclusion in this Annual Report. Conestoga looks forward to the release of the 2018-19 KPI data, as it will support ongoing quality review and improvement processes at the college.

## **Appendix D**

### **Summary of Advertising and Marketing Complaints Received**

Conestoga has received no Advertising or Marketing complaints.

## Appendix E

### Institutes of Technology and Advanced Learning Reports

#### REPORTING ITEM: RANGE OF PROGRAMMING

The college will describe how it continues to deliver a comprehensive range of programming of degrees, other post-secondary programming and non-post-secondary programming consistent with the college system mandate to meet the needs of high school graduates and adult learners. As part of this description, the college will provide enrolment data for the different program areas.

#### 2018-19 Achievements

The primary emphasis related to offering a comprehensive range of programming over the past year has been on developing programs at all levels (certificate, diploma, degree and graduate certificate), developing pathways between programs and into degree programs, and refining a stringent review and revision process to ensure program currency and relevancy. Total full-time post-secondary program enrolment as per the November 1 count date for all programs increased by 27 per cent as outlined below:

	2014-15*	2015-16*	2016-17*	2017-18*	2018-19*
Engineering & IT and Trades	3,151	3,505	3,861	4,451	5,129
Business & Hospitality	2,774	2,709	2,765	3,298	5,666
Media & Design	869	862	800	738	898
Communications & Liberal Studies	563	598	534	527	768
Health & Life Sciences and Community Services	3,705	3,903	3,897	3,953	4,048
<b>Total</b>	<b>11,062</b>	<b>11,577</b>	<b>11,857</b>	<b>12,967</b>	<b>16,509</b>

Full-time post-secondary program enrolment by credential (November 1):

	2014-15*	2015-16*	2016-17*	2017-18*	2018-19*
<b>Certificate</b>	14%	14%	15%	13%	10%
<b>Diploma</b>	41%	39%	38%	37%	36%
<b>Advanced Diploma</b>	24%	23%	22%	20%	16%
<b>Graduate Certificate</b>	6%	7%	10%	15%	23%
<b>Degree</b>	16%	16%	15%	15%	11%

\*These numbers do not include co-op students or Continuing Education registrations.

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## REPORTING ITEM: APPRENTICESHIPS

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**The college will describe how it is doing its part to build up the apprenticeship system in Ontario to increase the skilled labour market supply through in-school training, expanding the range of apprenticeship programming, developing learning pathways for apprentices who wish to ladder into diploma programs and vice versa. As part of this description, the college will provide enrolment data for the apprenticeship programs it offers.**

### 2018-19 Achievements

Conestoga offered a comprehensive array of apprenticeship in-school training related to 23 different apprenticeships in 2018-19. Conestoga closely monitored activity across four major campuses and multiple program teams to maximize use of its seat purchase plan, and unfilled seats were reallocated. Through this process, we were able to fully utilize our own seat purchase as well as meet additional demands as other provincial funding became available. The original seat purchase was \$6.6 million and we delivered schooling valued at \$6.74 million, resulting again in an above-average utilization of seat purchase funds.

Conestoga continues to expand the delivery of a wide range of post-secondary trades programs (both certificates and diplomas) that provide excellent pathway opportunities for graduates to enter full-time employment, often as apprentices in a skilled trade. Currently 28 of these programs are directly articulated to one or more levels of apprenticeship curriculum, offering advanced standing for graduates who enter an apprenticeship. These pathways are recognized in the Ministry's PLAR document.

In 2018-19, Conestoga ran pre-apprenticeship programs in Truck and Coach/Heavy Duty Equipment Technician as well as Food Processing/Millwright program for women. In addition, Conestoga continued to run the Women in Skilled Trades (WIST) General Carpenter Pre-Apprenticeship program.

School College Work Initiative (SCWI) continued to offer seats through OYAP in the college level 1 apprenticeship programs. Twelve students participated in Auto Service Technician and five students participated in the Brick and Stone Masonry apprenticeship programs. The 2018-19 offerings of Explore Your Future, Explore Conestoga and Trades and Technology (TNT) Days provided opportunities for 1,774 students from grades seven to twelve to participate in hands-on workshops exploring different careers in trades and apprenticeship sectors. Two hundred and thirty young women in grades nine through twelve participated in the sixth annual Jill of All Trades event at the Cambridge campus to learn more about the potential of skilled trades careers.

More than 220 industry and donor-sponsored awards, valued at over \$343,000, were presented to students at the Trades & Apprenticeship Awards event held in May 2018. This compares to 200 awards valued at \$240,000 the previous year.

Conestoga's Apprenticeship training days:

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>6-Hour Days</b>	<b>6-Hour Days</b>	<b>6-Hour Days</b>	<b>6-Hour Days</b>
<b>Block Release</b>	63,167	59,564	68,769	69,053
<b>Day Release</b>	36,621	34,536	36,409	36,076
<b>Total # of days</b>	99,787	94,100	105,198	105,129

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## REPORTING ITEM: ITAL KPI OUTCOMES

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**ITALs are expected to maintain KPIs above the system average. The college will describe how it is tracking on its KPI and where improvements are being made, if needed.**

### 2018-19 Achievements

Conestoga has demonstrated an ongoing commitment to enhancements to services and facilities to support the learning experiences of students. Significant improvements have been made at many of our campuses. Ongoing review and development of Conestoga's facilities and services are guided in part by student input provided through the KPI Student Satisfaction Survey, as well as internally managed focus groups and the Annual Student Feedback survey.

Conestoga looks forward to the release of the 2018-19 KPI data to support ongoing quality review and improvement processes.

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## REPORTING ITEM: DIPLOMA TO DEGREE PATHWAYS

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**The college will describe how it is ensuring that college diploma graduates have access to degree programs, and how many graduates access degree education.**

### 2018-19 Achievements

Building capacity through diploma-to-degree pathways is a strategic priority for Conestoga. All newly proposed degree programs incorporate the development of degree completion pathways, and work continues on the development of pathways for existing degree programs. Conestoga degree programs focus on delivering instruction that is based on both theory and practice. By making applied skills the focus of our programs, Conestoga adds the value of experience to a degree. Conestoga programs are developed in consultation with many of the region's industry leaders, ensuring that students' skills will be aligned with workforce demands when upon graduation.

The ONCAT-funded project - Ontario College Graphic Design Advanced Diplomas to Conestoga's Bachelor of Design (Honours) Program - was completed in 2018-19. This new pathway will provide graduates from Graphic Design advanced diploma programs at seven Ontario colleges with the opportunity to build on their learning in Conestoga's Bachelor of Design degree program.

Conestoga continues to explore pathway development opportunities with leading post-secondary institutions from across Canada and around the world. Our partnership with Wilfrid Laurier University includes advanced standing pathways to and from degree programs, integrated credentials, and co-operation for programming in Brantford and Waterloo. Our partnership with the University of Waterloo continues to develop, as we have created new pathways for advanced diploma and degree programs in several areas of study including the School of Pharmacy.

The development of a student-focused online credit transfer process continued in 2018-19, with a projected implementation in fall 2019. The new credit transfer process will link with Conestoga's student portal to create a seamless, customized credit transfer experience for students. Once implemented, the new system will streamline the credit transfer approval process and provide faster responses to student requests. The Credit Transfer Office also continued to work with the Pathways Office to ensure that pathways information was easily available to incoming students. The Credit Transfer Office processed approximately 6,200 requests in 2018-19 compared to 6,300 in 2017-18 and 5,993 in 2016-17.

Enhancements to Conestoga's academic agreements and pathways online repository continued in 2018-19. This SharePoint site houses academic agreements and pathways dating back to 1994. It includes 25 columns of metadata which users can filter and sort. The site design provides opportunities for better use and analysis of pathways and academic agreement information. A project initiated in 2018-19 will revamp how academic agreements and pathways information is formatted on the college website, with the goal of improving how potential and current students access the information.

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## REPORTING ITEM: APPLIED RESEARCH IMPACT

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The college will describe how its applied research activity supports its mission as a differentiated institution.

### 2018-19 Achievements

At Conestoga, applied research drives collaboration, empowers industry and community partners, contributes to professional currency opportunities for faculty, and provides students with opportunities to learn and grow in rich experiential learning environments. It also strengthens the links between future graduates and potential employers.

In accordance with our Strategic Mandate Agreement, Conestoga is building applied research capacity in priority areas through interconnected centres of innovation. Applied research also contributes to the achievement of the goals and objectives set out in Conestoga's Strategic Plan, supporting:

- **Quality** through the demonstration of excellence and continuous improvement of curriculum
- **Capacity** through development of facilities and technologies to address community, workforce and industry needs
- **Sustainability** by accessing external resources, engaging with partners, and exploring new opportunities to develop real solutions for real-world challenges.

In 2018-19, Conestoga continued to rank among Canada's top 25 research colleges. The college secured \$11 million in research funding commitments in 2018-19 and engaged 267 faculty and 3,605 students in applied research activities, including 1,761 curriculum, capstone and independent applied research projects.

The sample of externally funded projects provided below demonstrates Conestoga's growing capacity to engage in research activities across the college.

A new Canadian Institute for Safety, Wellness and Performance was established at Conestoga. In 2018-19, Dr. Amin Yazdani, Director for the centre, secured several grants from Defence Research and Development Canada. These awards total over \$2.5 million, including cash and in-kind contributions from all partners. The research team will engage in projects such as "Canadian First Responder Fatigue Risk Management Standard: Towards the Development of a Canadian Paramedic Information System."

Conestoga received an award of \$1 million from the Canada Foundation for Innovation to support the development of a state-of-the-art Waste Electrical and Electronic Equipment (WEEE) pilot plant. Located in the college's applied research facility in Cambridge's new Gaslight District, this unique, fully functioning pilot plant will use advanced technologies such as artificial intelligence and machine learning to provide new solutions for dismantling electronics, removing plastics, recovering precious or rare earth metals for re-use, and making recycling economically feasible. The pilot plant is the latest extension of the work by Dr. Hamid Karbasi, Conestoga's NSERC Industrial Research Chair for Colleges in Advanced Recycling Technologies for Waste Electrical and Electronic Equipment (WEEE). Additional grant funding totaling over \$1 million will also support this infrastructure project.

Conestoga's Centre for Smart Manufacturing and Digital Innovation (CSMDI) was invited to join the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI). SONAMI is a network of colleges and one university, who, through their respective research and innovation centres, are collaborating with SME companies to turn innovations into commercialized products. CSMDI will receive grant funding of about \$1.1 million over the next five years, in addition to industry contributions, to support applied research projects with local advanced manufacturing companies.

The Registered Nurses Association of Ontario selected Conestoga for an award of \$105,000 to develop capacity to become a Best Practice Spotlight Organization. The Schlegel Centre for Advancing Seniors Care will work with the School of Health & Life Sciences to implement and evaluate the RNAO's Best Practice Guidelines.

The Magna Centre for Supply Chain Excellence is collaborating with organizations such as the Supply Chain Management Association, Automotive Parts Manufacturing Association, and Automotive Industry Action Group to support research and training initiatives.

Conestoga received a grant to support new Indigenous research, "Recovering Earth Wisdom: Indigenous Land-Based Research." Dr. Andrew Judge is leading this project, which explores how Indigenous peoples and their knowledge can be mobilized to engage communities in the recovery of land-based practices to restore the land. The project also relies on the strengths of collaborators, including elders, knowledge-stewards, community members, students, and not-for-profit sector leaders.

The Craig Richardson Institute of Food Processing Technology, and other centres of innovation at Conestoga, were successful in securing various research grants through the Ontario Centres of Excellence, and the Natural Sciences and Engineering Research Council.

## Applied Research Statistics

Applied research at Conestoga enjoys strong engagement from faculty and students, and our industry, academic and community partners. In 2018-19, there were a total of 1,761 applied research projects that engaged 3,605 students and 267 faculty and staff researchers.

Year	Faculty/Staff Engaged	Students Engaged			Number of Projects (Active or Completed)		
		Independent or Curriculum Projects	Capstone Applied Research Projects	Total Number of Students Involved	Independent or Curriculum Projects	Capstone Applied Research Projects	Total Number of Applied Research Projects
2008-09	5	33	-		6	-	
2009-10	11	82	-		23	-	
2010-11	23	76	-		20	-	
2011-12	27	95	616		19	285	
2012-13	54	40	968		12	379	
2013-14	82	16	935		11	441	
2014-15	87	73	927		29	476	

\*Note: data collection method revised for 2015-16 – results should not be compared to previous years

2015-16	131	643	809	1,452	165	467	632
2016-17	166	1,404	696	2,100	885	381	1,266
2017-18	174	1,029	1,048	2,077	755	429	1,184
<b>2018-19</b>	<b>267</b>	<b>1,396</b>	<b>2,209</b>	<b>3,605</b>	<b>1,006</b>	<b>755</b>	<b>1,761</b>

## Appendix F

### 2018-19 Board of Governors

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#### Governors

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- Lydia Chudleigh, Chair
- Kerry Hadad, Vice Chair
- Larry Ryan, Vice Chair
- Bernadette Behm
- Jane Black
- Aimee Calma
- Greg Eller
- Dianna Fong Lee
- Rene Gatien
- Kimberley Hogan
- Steven Karnis
- Jennifer Knapp
- Steve Sachs
- Minto Schneider
- Robin Todd
- Dave Walden
- Stephanie Willis

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#### Ex Officio

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- John Tibbits, President

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#### Appointed Officer

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- Jacinda Reitsma, Secretary-Treasurer