

Annual Report 2019-2020

MORNINGSIDE



DOWNSVIEW



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ASHTONBEE



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Remarks from the Board of Governors Chair, Scott Allison, and President and Chief Executive Officer, Dr. Craig Stephenson

The 2019-20 academic year marked the beginning of a new chapter for Centennial College.

In August, Dr. Craig Stephenson shared his vision and aspirations for the institution in his first Centennial Day address as President. Building on Ann Buller's remarkable legacy, as well as the commitments outlined in our strategic plan, he introduced the Triple E Strategy. It will focus our attention on Employment, Enrolment and Empowerment.

We had a highly successful year. In recognition of a decade of partnership and collaboration, we renamed our building at Downsview Park, the Bombardier Centre for Aerospace and Aviation. We celebrated opening our first representative office in the Philippines. We were proud to watch our students shine at the Skills Ontario Competition, where they collected 16 medals. We celebrated with members of Ontario's Métis community, who gifted us a Métis Nation of Ontario flag in recognition of our partnership in education. These are just a few of the numerous highlights captured in our 2019-20 Annual Report.

In addition, the President's Listening Tour, launched in the fall, invited employees and students to share their ideas and help shape the College's future. From the many insights we received, one question in particular has taken on a deeper resonance in the context of COVID-19: "How do we make Centennial resilient to the unpredictable world we are in?"

Since we closed our campuses in March, the Centennial community has responded to this unprecedented situation with courage, compassion and creativity. Faculty and staff quickly adapted and adopted new ways of teaching, learning and working. The rapid shift to online course delivery and the successful virtualization of College services have enabled us to meet our students' needs throughout this challenging time.

We also mobilized to support the external community by providing local hospitals with critically needed personal protective equipment (PPE) and an emergency field hospital space, should they require it, and strengthened food security in our surrounding neighbourhoods. We are now contributing to local economic revitalization efforts.

Over the past few months, we have learned that we possess the collective power to rally, overcome obstacles and reimagine our future. As we continue to navigate these uncharted waters, one thing is certain: In the wake of COVID-19, Centennial will have a vital role to play in the recovery and rejuvenation of communities, nations and the world as a whole. Our longstanding commitments to social justice and inclusion will guide our work in this area, and they will enable us to realize our vision of transforming lives and communities through learning.

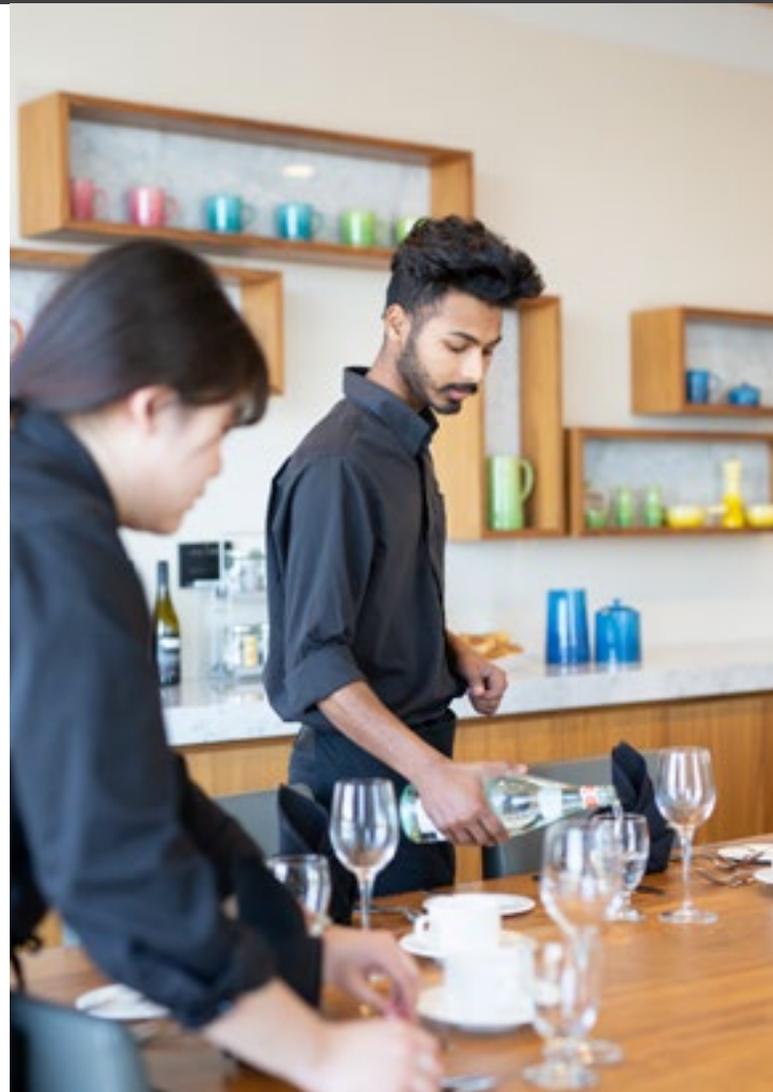


Mission and Vision

MISSION: Educating students for career success.

VISION: 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 in which everyone has the opportunity to transform their lives and their communities through learning that is relevant to them.



An Unprecedented Situation: COVID-19 Pandemic

Towards the end of the 2019-20 the fiscal year, Centennial College and the rest of the world entered a new era as COVID-19 launched the globe into its most significant pandemic since the Spanish flu a full century ago. SARS, MERS, H1N1 and AIDS/HIV, all defined as global pandemics during Centennial's existence, pale in comparison to the implications forced upon the College community today. While we recognized that our campus served as a gathering space for students and academic leaders, to help minimize the risk of COVID-19 spread we took unprecedented action. Never before have we been forced to shut down campus operations and migrate to a 100 per cent remote environment. Never before have we had to worry so much about our community's health and safety. However, through strong leadership and student and staff's unwavering will, the College has heroically responded in preserving our community's well-being. Simultaneously, we are preparing for whatever the future holds.

Notable accomplishments we have achieved that ensure the health of our students, staff and community include:

- ▶ Enacting our emergency response protocols and establishing an Emergency Operations Centre
- ▶ Shutting down the physical campuses and establishing access and security protocols
- ▶ Procuring 5,000 Chromebooks and ensuring academic continuity through distribution to students
- ▶ Delivering the remainder of the Winter semester in a Teaching at a Distance (TAAD) format
- ▶ Commencing the development of online delivery for 23 programs' Summer semester and migrating five program intakes to TAAD
- ▶ Converting 700 computer labs to online learning
- ▶ Migrating student and staff supports to virtual formats to ensure our community feels supported, informed and safe
- ▶ Establishing a bursary relief fund for students in financial need, for which we received over 2,000 applications
- ▶ Donating PPE and respirators to hospitals
- ▶ Partnering with the Scarborough Health Network to convert our gym into a field hospital for potential use by non-COVID patients
- ▶ Leveraging our 3D printers and industry relationships to produce face shields and N95 masks for frontline workers
- ▶ Donating our culinary and food service inventories to charitable organizations supporting our local community
- ▶ Redistributing over 30 per cent of our available talent pool to support high pressure areas
- ▶ Opening our employee assistance program to part-time employees
- ▶ Enhancing our wellness offerings with a strong focus on mental health, including cognitive behavioural therapy programs
- ▶ Avoiding layoffs through a focus on vacation scheduling and creative work reallocation

These results of staff's herculean efforts represent a truly remarkable testament to collaboration, strong will and sacrifice. The Centennial family has come together as one in reacting to the pandemic, while proactively setting a very positive stage for the future. Learning will continue, students will thrive, life will go on.



Our Commitments

Our Third Edition of the Book of Commitments

addresses the changing world of work and the divergent issues our students and communities face. It also reflects the confidence we have acquired in our work to transform lives and communities through learning.



Commitment 1: Revolutionize Teaching and Learning

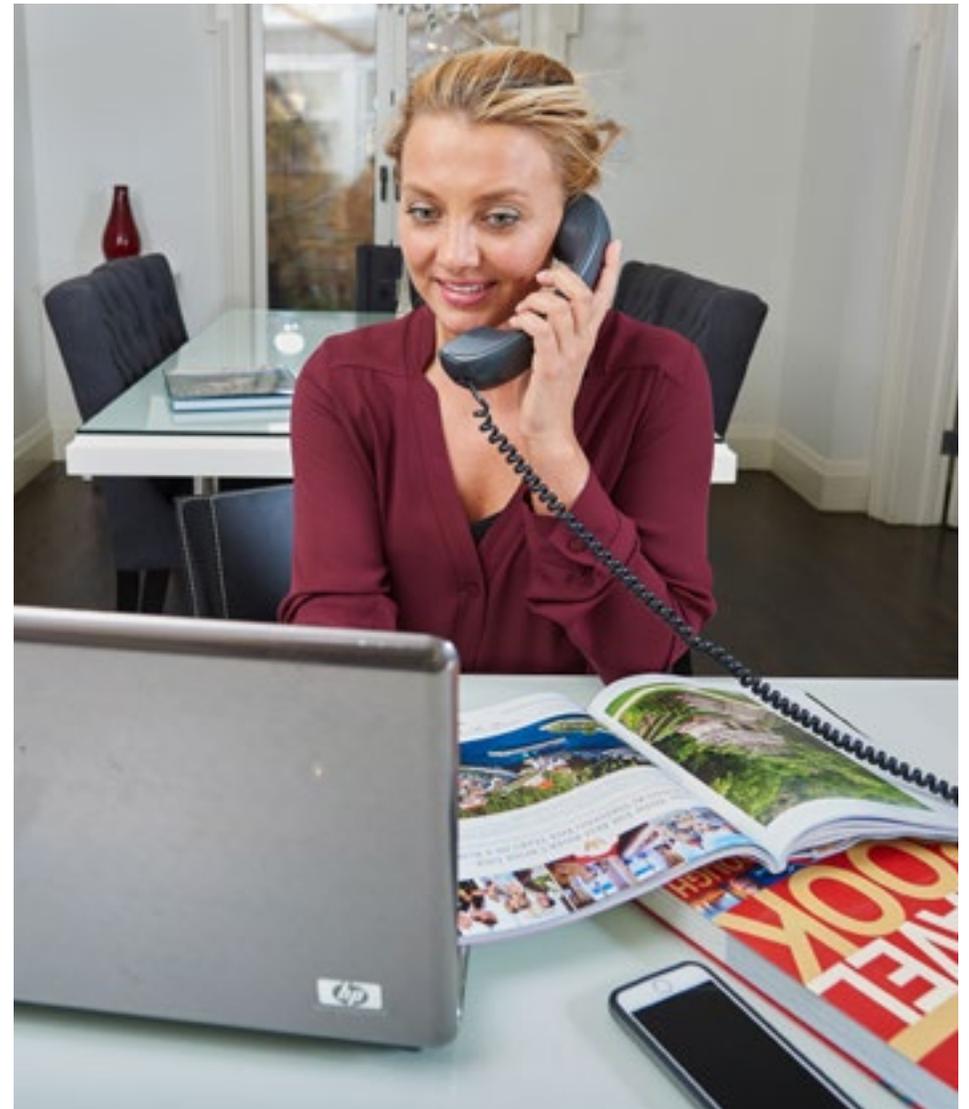
We accelerated our work of transforming lives and communities through learning during the 2019–20 school year. By recognizing and advancing the education that happens within and beyond physical and online classrooms, we adapted an outlook that is more relevant today than ever.

Through initiatives such as the Personal Support Worker Living Classrooms pilot project, we prioritized our efforts to further enhance our students' employability. This pilot engaged educators and learners with residents and workers in long-term care or residential homes. It also prepared students with specialized knowledge and skills to provide the compassionate care needed during the unprecedented COVID-19 pandemic. Additionally, we secured funding to deliver new community-based programs, which result in gainful employment, through our Community Employment Services Centre.

At the new Bombardier Centre for Aerospace and Aviation at Downsview Campus, we marked the first phase of developing an aerospace hub at Downsview Park. It is an effort that has furthered Centennial's position as a leader in avionics, aircraft maintenance and aerospace manufacturing education. At our Ashtonbee Campus, we enhanced our partnership with the Toronto Transit Commission, which gifted the School of Transportation with a hybrid-electric bus. Centennial is the only Canadian college with a modified apprenticeship program specializing in bus maintenance, and the transit sector is the first to shift to newer electric and hybrid drive technologies. This retired bus will help prepare our Truck and Coach students for work in the emerging low-carbon economy.

We expanded our commitment to driving a technology-enabled learning environment with the adoption of our Teaching At A Distance (TAAD) delivery model. It compelled faculty and students to find new ways to continue learning and engaging outside of the classroom. Through the distribution of 5,000 Chromebooks to our students, we then not only bridged the gap in technology access that helped learners succeed but also aided in furthering effective learning and teaching in this model.

Faculty also benefited from our investment in educational technology. TAP-IN, an internal site, provided faculty with strategies for creating an accessible learning environment. Our Centre for Organizational Learning and Teaching (COLT), which offers certificate programs, an online learning module, compliance training and more, encouraged our academic faculty to engage in an ongoing journey of personal and professional learning and growth. In March 2020, these high-quality, relevant and accessible learning options were quickly adapted for full online delivery to reflect our TAAD model.



Commitment 2: Provide Students an Unparalleled Educational Experience

Our work in preparing students to “learn” a living continued in 2019-20. We explored ways to recognize and respond to social inequalities, provide pathways to meaningful work, and offer opportunities for students to see their time at Centennial as a holistic journey to professional and personal success.

Continuing to demonstrate our commitment to increasing inclusivity and equity among all students has been an important theme. In February 2020, our Centre for Global Citizenship, Education and Inclusion (CGCEI) collaborated with our Black History Month working committee to present events such as conversations and workshops centred on An Invitation to Experience, Honour and Celebrate Black Culture. The same month, our School of Engineering Technology and Applied Science partnered with the Toronto District School Board to welcome more than 1,000 students to the second annual Science, Technology, Engineering and Math (STEM) conference, which promoted equity in STEM among girls and youth from diverse communities. Our Positive Space workshops saw nearly 100 Social Service Worker (SSW) students gain further awareness of 2SLGBTQIA inclusion. In September 2019, we articulated a new service model for our revitalized Centre for Accessible Learning and Counselling Services (CALCS). The model will build capacity for more responsive accessibility and mental health services. We also established a sexual violence support specialist role within CALCS. It is designed to help students who have experienced sexual or gender-based violence explore reporting and provides support options in a way that maximizes survivor autonomy and choice.

In January 2020, we welcomed Dr. Neil Buddel as Vice President, Student Success. The new title more aptly represents the richness within the Student Life, Engagement and Development and Enrolment Services portfolios. It also prompts a call to action to work beyond organizational structures to strengthen synergies and alignment. In his role, Dr. Buddel champions an inclusive, student-centred learning environment, and fosters a climate of learning, inquiry and engagement. He continues to ensure that our program and service delivery strategies meet current needs and future demands, reflect student engagement models, and promote equity and inclusion.

Supporting our commitment to connect students with a clear and coordinated suite of learning opportunities, the Office of Academic Partnerships and Pathways collaborated with various College areas to finalize and sign memorandums of understanding (MoU) and memorandums of agreement (MoA) with various academic institutions and industry partners. Among the academic institutions are: Algoma University, Cape Breton University, Cork Institute of Technology, Central Michigan University, Griffith University, Gujarat University, Lawrence Technical University, Royal Roads University and Trent University. Industry partners, meanwhile, include Diamond Aircraft Industries, EmersonGrow Technology Inc., Ontario Society of Professional Engineers, Wanfeng Aviation Industry and Automotive Holdings Group.

Between April and December 2019, our international hands-on projects cultivated opportunities for students to think beyond the classroom. Our Services and Global Experience offerings helped more than 200 students, staff and faculty take part in Faculty Led International Programs, Short International Programs, Global Capstone Projects, and Global Citizenship and Equity Learning Experiences (GCELEs) across North America, Europe, Central and South America, Asia and more.

Suzhou Centennial College, the first Canadian college the Chinese Ministry of Education and the Jiangsu Provincial Government Ministry of Education have nationally approved to operate in China, welcomed more than 90 students from Panama and Korea. While the location focused on its goal of widening students' learning experiences, we also brought to Centennial faculty and staff from Suzhou for training and planning sessions.

Closer to home, we launched multiple new scholarships. Organizations such as COBS Bread were among the partners that generously supported pathways to student success. The company championed baking education and scholarships with a monetary pledge of \$100,000 that will directly benefit our School of Hospitality, Tourism and Culinary Arts (SHTCA).

Students' external community engagement and their successes on various stages became further proof of the ways in which we provide learners with an unparalleled experience. Our students were recognized in many ways — including a photography student who shot a Nikon award-winning image, Paramedic students who placed first at the 2019 National Paramedic Competition, learners who received national scholar awards, and student athletes who won cross-country races. Others, meanwhile, represented Canada and Centennial at events such as the Microsoft Office World Championship and by joining the Colleges and Institutes Canada (CiCan) committee. No matter the stage, our students shared their success and engaged with communities at many points throughout their journeys.

Commitment 3: Indigenize our College

Throughout the year, we were pleased to welcome and sustain meaningful gatherings with members of Indigenous communities. With these Indigenous community members, we worked as partners, collaborators and contributors with shared interests towards Indigenizing the College.

In January 2020, Seán Kinsella joined the College as the first Director, the Eighth Fire. This new position is vital in supporting the mandate of the Place of Reconciliation for All Our Relations and the integration of our Indigenous Strategic Framework.

Centennial faculty and staff reflected the College's commitment to capacity building and learning as part of our Indigenization strategy in various ways. Through the leadership of Cheryl McPherson, Program Coordinator of the Addiction and Mental Health Worker program and Indigenous Curriculum Lead, our School of Community and Health Studies (SCHS) fostered a powerful community partnership with the Gwekwaadziwin Miikan Youth Mental Health and Addiction Program (GWEK). SCHS faculty then developed a webinar based on its partnership with the Manitoulin Island-located GWEK. The resource was integrated into the curriculum of two courses on Anishnabwe land-based counselling. In May 2019, Centennial professor and Indigenous Curriculum Developer Shannon Winterstein presented the Our Stories: First Peoples in Canada open education resource at the CIGan National Conference in Niagara Falls. Her presentation expanded and solidified our network of collaboration. That same spring, the Centre for Global Citizenship Education and Inclusion and Centre for Academic Quality engaged 35 Centennial faculty members in critical discussions on Indigenization strategies and allyship with Indigenous peoples. In an atmosphere of warmth, openness and positivity, participants candidly shared experiences, insights, concerns and resources related to their personal and professional journeys towards reconciliation.

We continued to develop our GCELEs with Indigenous content. Participants from the Indigenous stackable credential program benefited from international learning in Costa Rica, and we sponsored the 2019 International Indigenous Tourism Conference that welcomed 700 participants.

Members of Ontario's Métis community joined Centennial's Aboriginal Education Committee and the College community, in October 2019, to raise the flag of the Métis Nation of Ontario. The College was gifted with this flag in recognition of our respect for efforts to include the Métis Nation in Indigenization initiatives. The event also fostered dialogue about the role of the Métis in Canada's history and the importance of our partnership in education.

In honour of sacred Indigenous ways of knowing and being, we also made available a reserve of the traditional medicines sage and tobacco. Housed at the SCHS office, the herbs are for any self-identified Indigenous students or staff. At Progress Campus, a large physical component also served to demonstrate our commitment to Indigenizing our College. The development of our next major campus building project, the A Block expansion, will feature a special Indigenous design theme. To ensure we greet visitors by capturing elements of significance that honour and respect the lands on which our campus was built, we consulted with our Aboriginal Education Council.



Commitment 4: Enable Technology to Empower People

During the academic year, technology was instrumental in supporting our commitment to promote student and employee autonomy and decision-making through its use.

To drive student self-sufficiency, our Libraries introduced a new book-lending kiosk at the Story Arts Centre. This book dispenser – the first of its kind at an Ontario college – is a secure cabinet that allows students to easily check out and return library materials using radio frequency identification. The Libraries also launched eReserves. This resource gives students quick online and no-cost access to full text course readings for individual classes, while ensuring faculty compliance with copyright laws. In fall 2019, 14 courses and 52 sections saved students \$41,000, cumulatively.

We linked 100 per cent of courses in the College's learning management system (eCentennial) to learning strategy support resources. To establish a baseline level of connectivity for every classroom and to support the Bring Your Own Device initiative, dubbed BringIT, we made available to students onsite and off-site access to virtual applications. Our investment in idea-sharing and collaboration platforms, such as an update to the Office 354 environment and staff training workshops, also empowered users.

To address rapidly expanding technology and innovations to traditional banking, COLT co-developed, with Lambton College, four new FinTech courses. Centennial is hosting two of these courses, which are being delivered as collaborative offerings via the OntarioLearn platform.

Our 305 Milner Ave. location now has a movement analysis laboratory. Installed by our Technology Access Centre, it is equipped with eight cutting-edge Kestrel 2200 cameras, which provide motion capture researchers with a tool that ensures reliable and accurate data. Continuing innovation and research conversations, the newly-developed Downsvie Aerospace Innovation and Research consortium inspired and motivated action from partners. The efforts received positive coverage from multiple mainstream media outlets such as CBC and The Globe and Mail.



Commitment 5: Shape the Activist College

To create the next generation of leaders, innovators and changemakers, we continued to leverage our leadership in global citizenship, internationalization and inclusion.

By aligning its social entrepreneurship initiatives with the United Nations' 17 Sustainable Development Goals (SDG), the Centre of Entrepreneurship sharpened its focus. It launched this alignment with an SDG champions' group meeting and furthered it with modular training sessions to encourage students, alumni and community members to organize changemaker activities. Our partnership with Ashoka, the world's largest community of social entrepreneurs and changemakers, is just one of the many ways the College and our CGCEI are contributing to building a world where everyone is a changemaker. In July 2019, the Washington, D.C.-based Ashoka recognized our commitment to the Changemaker Challenge, a series of social change learning experiences offered to students during Engagement Week. One of only eight recognized Canadian institutions, we joined leading academic institutions, ecosystem-building organizations and individuals in 14 countries working together to motivate changemakers as part of Ashoka's global #MillionsofChangemakers campaign.

Students across various College programs also participated in a global capstone project. Its aim was to develop social innovation solutions, for a nonprofit environmental partner from Sao Paulo, Brazil, which addressed water conservation issues for the local biodiversity and surrounding communities. We also increased investment in social innovation, applied research and community projects to address community challenges closer to home. Our virtual reality storytelling installation at Nuit Blanche 2019 connected youth artists from Toronto's Regent Park neighbourhood and other inner-city communities with School of Communications, Media, Arts and Design (SCMAD) staff and students to create interactive narratives. The narratives promoted new ways of thinking about interaction and encouraged deeper participation in community and civic life.

A 2019 survey of Canadian postsecondary institutions found that nearly 70 per cent of students felt lonely throughout the school year. In response, our Public Relations – Corporate Communications students declared February 2020 Face-to-Face February. A 29-day calendar challenge on social media, it encouraged people to engage in in-person interactions as a way to address loneliness. The challenge also served as a SCMAD Storyworks course as students developed the campaign for the GenWell Project, a human connection movement. The campaign featured daily prompts to help people form healthy connection habits and inspire others.

Following extensive training and closely working with advisors, the department of Career Services and Co-operative Education launched a Peer Career Coaching program. In addition to helping to raise awareness of career services, it also connects students with necessary resources to strengthen their employability skills. CGCEI created a new mentorship initiative tailored for diverse Black communities. It engages Centennial students with mentors to facilitate their successful transition to gainful employment.

To inspire deeper relational and enlightened practices that confront and disrupt systemic bias, we completed a co-curricular Globally Networked Learning (GNL) project. To further the project, we identified faculty champions to integrate sustainable projects into curricula, published a GNL faculty guide and distributed it to academic leaders and faculty members, and conducted training that encouraged full use of the GNL portal.

Our work with the University of Toronto Scarborough to establish the Environmental and Related Technologies Hub (eARTH) – Ontario's first green campus – continued to bring together industry, academia, government and community organizations. With the University of Toronto Scarborough Campus, we also signed an MOU and drafted Terms of References for the eARTH project.

In June 2019, Ann Buller, our longest-serving president, received the Ontario College Administrative Doug Light Award for Lifetime Achievement. It recognized her audacious vision and 30 years of leadership at Centennial. Ann demonstrated how leadership and global citizenship competencies can be embedded into the curriculum across a wide range of disciplines, opening students' hearts and minds to vital societal issues.

Commitment 6: Build Powerful Pathways to Employment

On May 6, 2019, CiCan presented Centennial College with the Internationalization Excellence Bronze Award. In addition to showcasing the extraordinary contribution of individuals to their college/institute communities, the award highlights the role of institutions in social, cultural and economic development. We received another accolade in September 2019 when the Tourism Industry Association of Ontario recognized Centennial as its Member of the Month. The honour was a direct result of the meaningful relationships our SHTCA has cultivated with the tourism sector's most relevant organizations.

We are relentlessly committed to building additional strategic partnerships with aligned sectors to create more opportunities for students and graduates. One such strategic partnership in the international arena is a new three-year contract with the government of Panama, which includes sending the country's scholarship recipients to study English as a Second Language and attend Centennial postsecondary programs. Additionally, we signed an MoU and an MoA with France's INSEEC Business School, which has campuses and dual degree-affiliated universities across Europe, America and Asia, as well as 340 international study-abroad agreements. In 2019-20, we successfully launched a new six-week Grad Guide email campaign, employer and student education projects, workshops on preparing for transition-out as well as immigration workshops.

To provide students with more experiential learning opportunities, we continued to grow our applied research and innovation portfolio. In spring 2020, the Wearable, Interactive and Mobile Technology Access Centre in Health (WIMTACH) received \$1.75 million in federal funding from the Natural Sciences and Engineering Research Council of Canada (NSERC). The amount will be leveraged by \$5.6 million from other public and private partners. In addition to WIMTACH funding, we received NSERC's \$900,000 Innovation Enhancement Extend grant for our digital health technology portfolio, which will be leveraged by \$450,000 in industry cash. As a result of these awards, WIMTACH is set to offer research, innovation and commercialization services to 485 small- and medium-sized enterprises. In this process, it will hire an estimated 485 students and provide experiential learning opportunities to an additional 500 students.

Another NSERC Innovation Enhancement Extend grant, for adaptive energy systems research, will provide three years of funding totalling \$900,000. That amount will be leveraged by the potential of \$450,000 in industry cash for adaptive and responsive energy technologies to reduce power consumption through efficiency optimization.

Design Jam, a "bridge to employment" for recent graduates, is another way in which we are connecting students to opportunities. The program allows participants to nurture essential employability skills by helping an organization develop a solution to a business problem. At the same time, students continue to build their resumes

The Career Services and Co-operative Education department, meanwhile, has been hosting SSW field placement students for many years. While working with employment advisors as they engage in the job search process.

This year, in partnership with program faculty, a field placement student had the added responsibility of engaging in a mentorship relationship with eight other students in the program.

Various events served to link students to employment in unique ways. In April 2019, students attended an aviation job fair at Downsview and the College hosted its eighth annual Technology Fair & Hiring Event. In May 2019, Centennial participated in Skills Ontario, and became a premier sponsor of the event. It proved to be a very successful partnership with a high level of interaction and cooperation between Centennial and Humber College IT teams, while providing a great learning and development experience for staff and students. Some 47 Centennial students were put to the test in 26 distinct skills categories, collecting 16 medals. Building on their strong Skills Ontario results, Team Centennial students mounted the podium again at the Skills Canada National Competition in Halifax on May 30, 2020. They brought home two gold and one silver medal.

The Centre for Global Citizenship Equity and Inclusion delivered the seventh annual Global Academy competition. A one-day experiential learning experience for students, it fosters competencies related to changemaking, social entrepreneurship, intrapreneurship and social innovation. With support from the Centre of Entrepreneurship, Nigel D'Souza, a current Software Engineering student and founder of Famerly, secured pre-seed investment from a private source after winning the Best Overall prize at the 2019 ACCEL Student Pitch Competition.

We also aim to provide access to rewarding careers in the skilled trades for people who face barriers such as women, youth at risk and new Canadians who lack a recognized trade qualification. To this end, in 2019, the School of Transportation offered pre-apprenticeship programs in three different disciplines: automotive service, truck and coach, and autobody. The Toronto Star also highlighted our training program with Beck Taxi as the model for driver training in an article about the death of a passenger at the hands of an inexperienced Uber driver.

Commitment 6: Build Powerful Pathways to Employment continued

The result of another strategic partnership, in fall 2019 our School of Transportation received a decommissioned Sikorsky S-76A helicopter from Ontario's Ornge air ambulance service. The donation benefited 500 Aviation Technician and Aviation Technology students. With the Sikorsky hull in the campus hangar, students performed component and landing-gear inspections, wire bundle installations, and avionics systems installations and troubleshooting. We also celebrated receiving a Global 7500 business jet, which will be permanently housed outside Centennial's new hangar at Downsview Park campus. The aircraft will provide students with hands-on experience working on the prototype of the world's largest and longest-range purpose-built business jet with the industry's most advanced avionics and airframe features.

In January 2020, following a decade of close collaboration in support of aerospace education, skills training and research and development, we dedicated our Centre for Aerospace and Aviation to Bombardier.

As we connected students to employers, we also connected employers with the College. Solv. has amassed over 600 partners and continues to revolutionize the way industry engages with an academic institution. To further its efforts, Solv. launched a new website and published its first partner newsletter. The inaugural newsletter showcased the prospects available to Solv. partners, including funding and networking opportunities, Centennial-hosted events as well as hiring opportunities and job fairs that industry partners can attend.



Commitment 7: Reflect, Challenge, Adapt, Learn and Lead

In 2019 - 2020, Centennial saw both new beginnings and sustained success. President and CEO Ann Buller retired after 15 years of service. As Dr. Craig Stephenson, former Vice President of Student and Community Engagement, assumed the position, he engaged in President's Listening Tour Open House sessions. The initiative was designed to help shape Centennial's future by allowing the Centennial community to share ideas on how we can better serve our students.

We welcomed another new addition to the Executive Team in October 2019. Lynn Ardizzi became Vice President, Human Resources and Organizational Development. She stepped into her role with a goal to build, implement and lead the College's people strategy.

On a world stage, we continue to be a strong and healthy institution. In November 2019, we opened a representative office in Manila, Philippines to support the Immigration, Refugees and Citizenship Canada's Student Direct Stream initiative. The opening was also in response to the growing demand for Centennial's academic programs within this emerging market. Over the past five years, market growth in the country has shifted the College's enrolment demographics for East Asia. In fall 2019 alone, the Philippines accounted for 31 per cent of the East Asia market share. With our commitment to student engagement and success, we also maintained our domestic and international enrolment budget and targets in all three semesters.

On the web, the Office of Development and Alumni Engagement team unveiled an online giving and e-communication platform to serve as a major part of the annual giving program. This fiscal year, we achieved multiple increases in revenue — including 150 per cent through our Giving Tuesday campaign, 151 per cent from major gifts over \$5,000, and an 80 per cent increase in pledge revenue.

Other digital enhancements, meanwhile, include a new program availability feature on every program page of the College website. This allows domestic and international applicants to see if their program of choice is available, unavailable or waitlisted. Another update from which students benefited was the Strategic Initiatives and External Relations department's Grants Update, which features regularly updated listings of active grant opportunities.

Online videos highlighting our Scholarship of Teaching and Learning and our Teaching and Learning in Higher Education initiatives, meanwhile, brought awareness to faculty research in areas such as English, nursing, culinary arts, automotive and aviation.

In May and June 2019, human resources research and advisory firm McLean & Company administered an Employee Engagement Survey. Results were disseminated to management in the winter, and they revealed that — when benchmarked against surveyed public and private-sector employers across North America, including higher education, healthcare and business organizations — Centennial ranked in McLean's top quartile (i.e., 75 per cent or more). Part of the reason for this high ranking are initiatives such as COLT offering more than 120 learning and development

opportunities for all employees. Among these are opportunities to learn about Anishinaabemowin language and culture, discussing accessible documents and presentations, and focusing on the importance of action research. The Libraries also played a role by launching the Writing Circle, a community of practice for staff and faculty who write, and the Employee Leadership Passport added a book club.

To lead the way in a holistic approach to postsecondary Indigenization efforts, during the College's Ontario Higher Education Summit in early December, SHTCA hosted a booth in the Transformations Expo. It offered tastings, entertaining, and informative demonstrations and diverse historical narratives of local Indigenous food and beverage.

As part of its continual review of the College's Emergency Management program, the Life Safety and Security department partnered with an external consultant. Their work consisted of assessing current policies and response strategies regarding gun violence in the City of Toronto and Centennial's pandemic plan. The Incident Management System team, meanwhile, underwent additional training to better prepare and respond to matters that effect the College community as a whole.

Another place in which reflection served us well was the blending of accessible learning models and personal counselling to form the CALCS. The department continues to receive excellent feedback from students about the model's responsiveness. It has significantly reduced the "no-show" rate to 6.8 per cent. This is the lowest client no-show rate in the sector.

In line with our collective, but deeply personal, commitment to making Centennial the best learning experience in the world, we continue to reflect on our learning and leadership. The 2019-20 academic school year marked the first time the Key Performance Indicators (KPIs) survey was not Ministry mandated. Of 24 public colleges in Ontario, 19 participated. The results, released in April 2020, revealed that Centennial's overall Student Satisfaction rate increased by 1.1 per cent, from 73.9 per cent in 2018-19 to 75.0 per cent in 2019-20. In comparison, the provincial average (for participating institutions) fell by 0.3 per cent, from 76.2 per cent to 75.9 per cent. After falling to second place for Student Satisfaction in 2018-19, Centennial caught up to Sheridan College, once again becoming the Greater Toronto Area's (GTA) top college in terms of the highest KPI results in this category. We also had the greatest improvement among the GTA colleges in Student Satisfaction, with three of the four capstone questions yielding a more than one per cent increase in satisfaction rates.

Centennial College Council Report

College Council at Centennial College strives to carry out its mandate through the implementation of a model that incorporates compliance, participatory and aspirational elements.

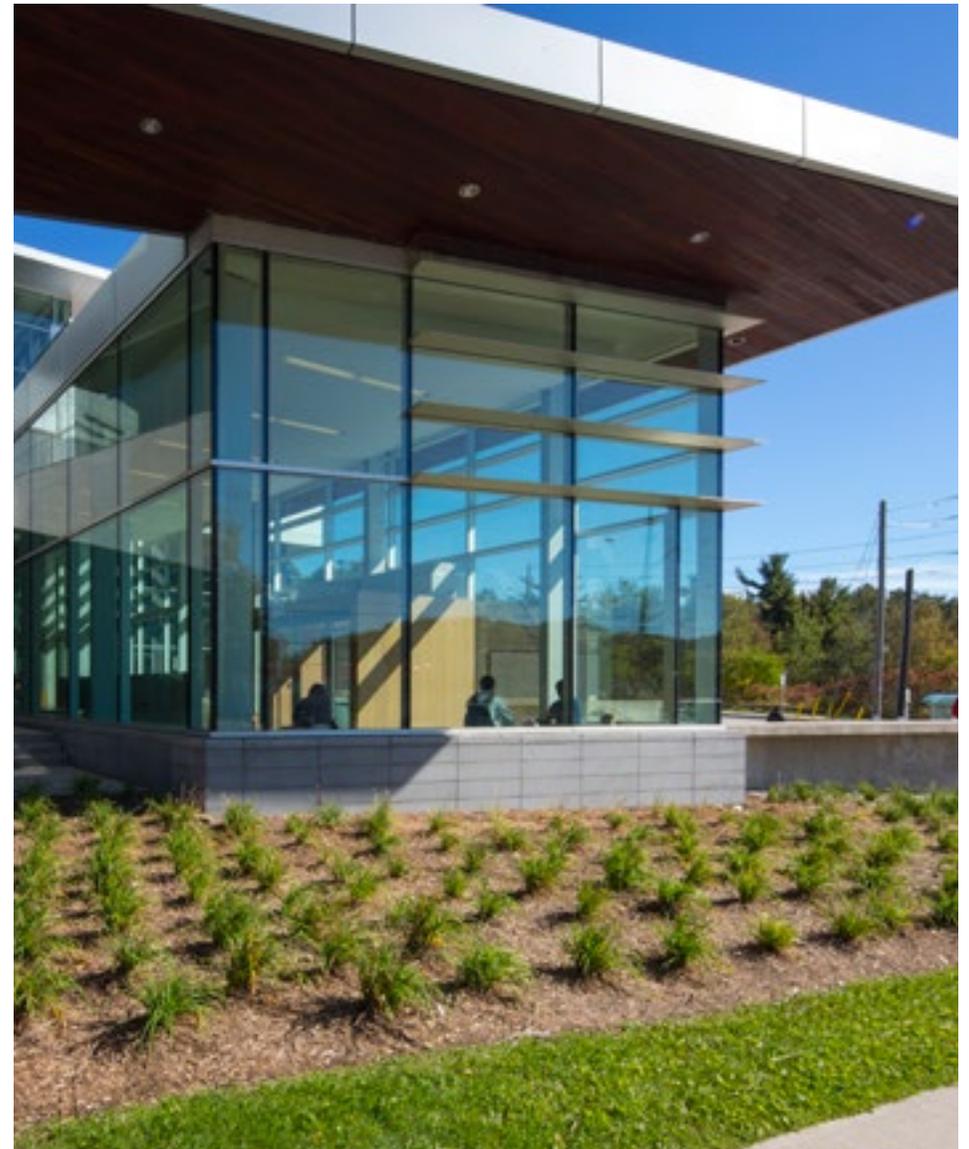
At the compliance level, Council exercises its primary responsibility to ensure that recommendations to the Board of Governors adhere to quality assurance processes and practices, and comply with the Minister's Binding Policy Directive - Framework for Programs of Instruction, Ontario Quality Assurance Service guidelines and College guidelines. At the participatory level, Council endeavors to create a culture of full engagement. Council members add significant value to Centennial by participating actively in Council meetings and on sub-committees and/or working groups. Council members also align with Centennial's commitment to becoming a learning-centred institution by embracing continuous learning, reflective practice and self-assessment. At the aspirational level, Council provides expert advice and guidance to the College President through the office of the Vice-President Academic and Chief Learning Officer (VPA/CLO). The Council and VPA/CLO work collaboratively to support Centennial in achieving its goals.

College Council is an open forum to the College community but only elected members have voting rights.

Programs and information items were brought to Council during its fall 2019 and winter 2020 meetings (up to and including the May 4, 2020 meeting). Due to the COVID-19 pandemic, Council met only three times in the winter semester: January, February and May. Throughout fall 2019 (September) and winter 2020 (up to and including the May 4 meeting), a total of 64 items were brought to Council: 11 program notifications, 10 program approvals, 28 program modifications and 15 comprehensive program quality review reports.

Council was updated at each meeting by the following members (or a representative) with an overview of the monthly activities: Centennial College Student Association Inc., VPA/CLO and/or Coordinator Task Force on Academic Leadership Update.

Special interest presentations spanned topics such as the president's remarks, COLT initiatives and the School of Advancement's specialized academic credential as well as updates on the Strategic Mandate Agreement, international student recruitment, the renewal of Centennial's Academic Plan, the A Block expansion and IT Services.



Centennial College Student Association Report

The Centennial College Student Association (CCSAI) represents the students of the College. Our mission is to empower students by meeting their needs, and enriching their college experience through events, services, advocacy and engagement.

The 2019-20 academic year was a success for our clubs and events. Over 50 clubs provided a wide selection of opportunities for students to build relationships through outreach and in their communities. We saw a great number of students, who typically may not have been involved in standard student life activities, engaging with the College and the Association in meaningful ways. In total, they participated in over 500 hours of volunteer and leadership experiences. We also held a number of events that celebrated our diverse and varied membership and encouraged wellness. These ranged from small educational gatherings and parties attended by hundreds of students to online workshops and seminars.

With the COVID-19 pandemic, we faced the closure of our campuses and a drastic shift in our day-to-day reality. During this time, we quickly shifted our focus to ensure the safety of our students and staff by moving many of our services, events and corporate functions, including convocation, online. By doing our best to innovate so we could continue to provide students with the greatest possible college experience, our online services now include: immigration seminars, grade appeal clinics, legal advice, advocacy, tax clinics, and opportunities for more mental health supports and personal development.



This digital shift has allowed us to further our work of engaging and supporting our students. While the circumstances have had an expected adjustment period, in a number of instances the shift has led to a deeper level of engagement.

The students of Centennial College are always our priority. We have worked with our community partners to highlight the message that we support students in accessing an affordable and high-quality postsecondary education, and ensuring they have a vibrant and thriving campus life. We are always striving to further improve services and testing new ideas to better support our students. This year afforded us another great opportunity to learn from each other to foster an exciting and engaging environment for Centennial College's student body.



Financial Performance

The College closed the year on March 31, 2020, with a surplus of \$28.5 million, compared to last year's surplus of **\$59.6 million**.

Total revenue decreased by **\$6.4 million**, or 1.6%, to \$391.1 million compared to FY 2018–19.

Total expenditures were \$362.6 million, representing an increase of **\$24.7 million, or 7.3%**, compared to the previous year's total expenses of \$337.9 million.



The Centennial College of Applied Arts and Technology

Statement of Operations (\$ millions)

Year End March 31, 2020

Revenues:	2019-20	2018-19
Grants and reimbursements	67.1	74.9
Enrolment revenues	270.4	274.0
Contract training	1.8	1.7
Deferred contributions recognized as revenue	6.2	3.6
Amortization of deferred capital contributions	9.3	8.3
Other income	31.0	29.4
Ancillary operations	5.4	5.6
Total Revenues	391.1	397.5
Expenditures:		
Salaries and benefits	220.9	208.5
Operating expenditures	78.8	74.7
Plant and property expenditures	22.1	20.8
Amortization of capital assets	31.4	27.4
Bursaries and scholarships	6.2	3.6
Ancillary operations	3.2	3.0
Total Expenditures	362.6	337.9
Excess Revenues over Expenditures	28.5	59.6

See accompanying notes to the financial statements.

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2019-20 are available online at:

centennialcollege.ca/about-centennial/corporate-information/publications

Board of Governors

GOVERNOR	MEMBER SINCE	TERM EXPIRES
Scott Allison, Chair	2014	2020
Christine Williams, Vice Chair	2019	2022
Dr. Craig Stephenson, President and CEO	2019	Contract
Rick Blickstead	2014	2020
Robert Bradbury	2015	2021
Susan Caldwell	2018	2021
Diana Conconi	2018	2021
Michael Cooksey	2020	2023
Tulsi Dharel	2019	2022
Rahim Karim	2015	2021
Muhammad Lila	2019	2022
David Miller	2014	2020
Michelle Muscatello	2017	2020
Christos Nikitopoulos	2019	2022
Alex Raphael	2019	2022
Ivan Silver	2018	2021
Taranjeet Singh	2018	2020
Abigail Slater	2016	2022

Please note: The terms of current Governors have been extended due to COVID-19.



CENTENNIAL
COLLEGE