

2016 - 2017 ANNUAL REPORT

OntarioLearn Online Collaborative Inc.

PARTNER COLLEGES

Algonquin College Cambrian College Canadore College Centennial College Collège Boréal Collège La Cité Conestoga College Confederation College Durham College Fanshawe College Fleming College George Brown College Georgian College Humber College Lambton College Loyalist College Mohawk College Niagara College Northern College Sault College Seneca College Sheridan College St. Clair College St. Lawrence College



2016-2017: A YEAR IN REVIEW

MISSION

OntarioLearn is a consortium of colleges devoted to the development and delivery of high-quality, accessible, student-centred online learning opportunities.

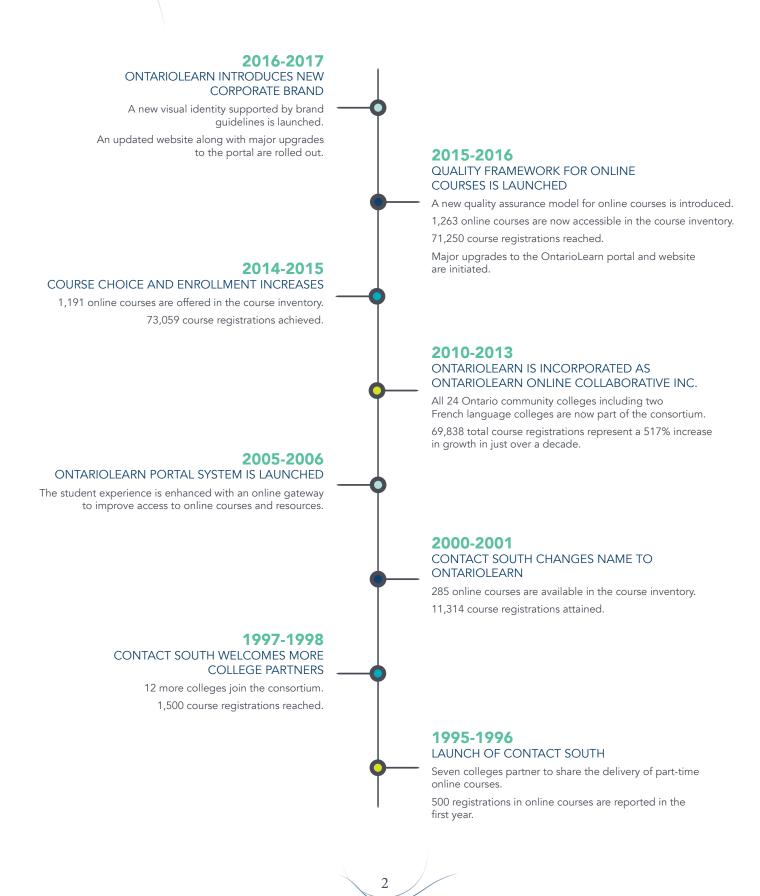
VISION STATEMENT

OntarioLearn is a national leader in post-secondary online education. This leadership will be ensured by maintaining the highest standards of curriculum design and delivery, leveraging our award-winning cooperative model, and pursuing ever expanding markets.

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ONTARIOLEARN: FAST FACTS



FROM THE CHAIR

In the past year, OntarioLearn has made considerable progress on a number of initiatives that have improved and expanded access to and delivery of high quality online courses and programs. OntarioLearn has also broadened collaboration, increased student support services online, and enhanced the national and international profile of online learning in Ontario.

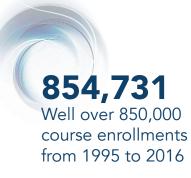
We are excited to have launched a new corporate brand featuring a revitalized, contemporary image, completed enhancements to the website, and made significant improvements to the functionalities of the OntarioLearn Portal to create a smooth, user-friendly experience for our students and faculty.

Partnerships were expanded with the Ontario Colleges Digital Library and with vendors in virtual tutoring, virtual proctoring and etextbooks. As well, existing partnerships with eCampusOntario, Contact North, OCAS and ONCAT were reinforced to further increase awareness of online learning around the globe.

The adoption of the Quality Matters [™] rubric for the review of all new and significantly revised shared online courses has become the cornerstone of our commitment to Quality Assurance. We also took a leadership role in member college collaboration for joint submissions to Round #4 eCampusOntario program funding. Twelve projects received approval.

I'm also pleased to report that OntarioLearn hired a new Executive Director this past year, Tracie Marsh-Fior. Tracie comes to us from Canadore College where she held the position of Dean of Trades, Technology, Apprenticeship and Part-time Studies. With a passion for flexible, demand-driven online learning, and with over 13 years experience working with business and industry on the development of their training requirements, Tracie will focus her efforts to improve and increase access to quality courses and programs in support of a competitive workforce in Ontario.

Over the next year, Tracie and I look forward to working with all OntarioLearn members to continue to grow OntarioLearn, improve client service, and enhance the quality of our programs and courses in support of our mission to deliver an easily accessible, superior online learning experience.





Susan Savoie

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Sincerely,

Susan Savoie Chair, OntarioLearn



Tracie Marsh-Fior

ONTARIOLEARN: A PROGRESSIVE LEADER IN ONLINE EDUCATION

For more than 20 years, OntarioLearn has been a progressive leader in the collaborative sharing and delivery of quality online education. With over 850,000 course enrollments since its inception in 1995, and a student retention rate close to 90%, OntarioLearn has proven it delivers what students want and need.

Comprised of all 24 Ontario Community Colleges, the consortium works as a synergistic, responsive, and dynamic group to develop and deliver flexible, demand-driven online learning. This partnership approach allows the colleges to optimize resources, and deliver one of the largest inventories of high quality online programs and courses in North America. An Executive Committee and a Board of Directors consisting of representatives from each member institution provide OntarioLearn with strong leadership and knowledgeable oversight.

FOSTERING INNOVATION

A number of major initiatives to advance access and enrich the online learning and teaching experience were completed over the past year. With the implementation of the Digital Strategy, fundamental work on the website redevelopment, as well as significant upgrades to the functionalities of the portal serving both students and faculty, were completed. This resulted in the launch of a revitalized, and much improved website and portal.

The expansion of partnerships led to the development of new content for online students and faculty ranging from college libraries, tutor services, and etextbooks, to virtual proctoring and online exams. The introduction of the Quality Matters™ framework and implementation of the training program ensures the highest quality standards are in place for online courses and programs. These and previous accomplishments have established a solid foundation for OntarioLearn's future in online education.

INSPIRING STUDENT LEARNING

OntarioLearn's commitment to advancing these projects has considerably elevated the online learning experience, offering students a rich environment in which to learn.

"I was pleased that I could access all of the course material in order to work at my own pace..."

Loyalist College Student 2016 OntarioLearn Student Survey

ACCESSIBILITY

OntarioLearn's collaborative model has given students (including those in rural and remote communities) access to an exceptionally large number of post-secondary online courses and programs, leveraging what is available across the Ontario college system rather than an individual college. Students can access courses from their home, office or elsewhere, at their convenience, and connect with their course instructor and classmates who may be participating from anywhere in Ontario, Canada or internationally.



FLEXIBILITY

For those learners dealing with family and school schedules, employment hours, day-to-day obligations, or living in a rural or remote location, the flexibility of an online education offers a practical alternative to stringent on campus class timetables or a long commute to attend classes in person. In fact, in a 2016 student survey, 57.1% of respondents indicated that their work schedule was the reason for choosing an online course.



Another advantage for students is the frequent start dates of

courses. In addition to the three traditional semester intakes in the fall, winter and spring, OntarioLearn offers a large number of courses that commence at the start of every month throughout the year. The monthly intake option gives students greater flexibility to begin their courses at a time that suits their needs and the ability to complete a program at their own pace.

DIVERSITY

There are many reasons why students choose to learn online. OntarioLearn recognizes this and makes every reasonable effort to provide support to all learners. This includes students who are preparing for a career change or working toward completing their post-secondary education, and students who choose courses unavailable at their local college or who have unique needs that make travel to and from campus difficult. In a 2016 OntarioLearn Student Survey, respondents indicated that:

- 71.6% are employed while they study;
- 21.9% live too far from a college campus:
- 88.3% are enrolled to complete a certificate or diploma;
- 46.4% are in online courses related to previous post-secondary education or training;
- 33.0% are looking to change careers; and
- 11.4% are newcomers to Canada (within the last 10 years).

"I love these courses! This is the best way for me to attend a college course as I live in a very remote part of northwestern Ontario."

Mohawk College Student 2016 OntarioLearn Student Survey

Student Demographics*				
Age	%			
-20	3.9%			
20-29	33.7%			
30-39	27.1%			
40-49	21.4%			
50-59	12.4%			
60+	1.6%			

*2016 OntarioLearn Student Survey

THE CONSORTIUM'S MANDATE

HOW ONTARIOLEARN WORKS

OntarioLearn operates as a virtual organization responsible for managing the infrastructure and course inventory of all online courses offered through the consortium. The partner colleges in the consortium can be either a *host* college or a *registering* college.

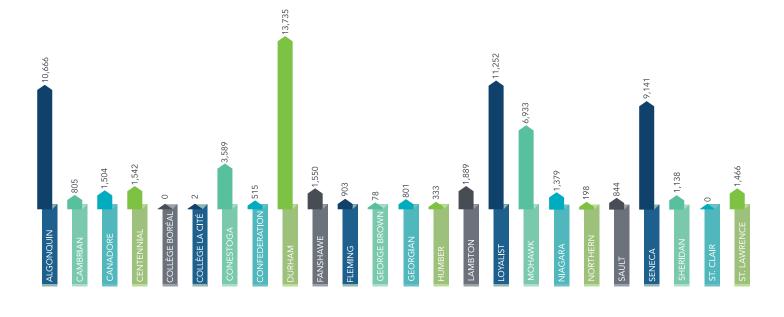
The host college owns the course content and delivers the course for the province. The host college's role is indispensible in making possible what OntarioLearn strives to achieve: providing in-demand, accessible, flexible, and high quality online courses to students.

The role of the host college is multi-faceted: designing, developing, and delivering online courses to be shared through the OntarioLearn course inventory with the consortium's partner colleges. The host college is also responsible for course quality, maintenance, assigning the online course instructor, and providing final grades.

A registering college identifies and chooses courses from the OntarioLearn course inventory to complement and add to their own list of online courses. This allows each college to expand their course offerings without the extra costs and resources to develop, schedule and maintain additional courses.

As a result of OntarioLearn's collaborative model, students can access all 1,350 courses available across the system, and register for their selected courses at the college of their choice.

2016-2017 HOST COLLEGE ACTIVITY



INTAKE ACTIVITY

OntarioLearn continues to offer courses not only each semester but on a monthly basis, giving students more flexibility in choosing when to begin their studies. Although the majority of course enrollment over the last year resulted from courses offered on a semester basis, monthly intake enrollments continue to account for close to 20% of the overall total enrollment for 2016-2017.



	TOTAL 2	2016/17	SEMESTER	- INTAKE	MONTHL	Y INTAKE	
SEMESTER	# Sections	Enrol.	# Sections	Enrol.	# Sections	Enrol.	% Enrol. Activity
SPRING 2016	1,178	22,331	866	17,474	312	4,857	21.8
FALL 2016	1,171	23,372	884	18,716	287	4,656	19.9
WINTER 2017	1,123	24,560	913	20,487	210	4,073	16.6
τοται	3,472	70,263	2,663	56,677	809	13,586	19.3

COURSE ENROLLMENT BY INTAKE

SUCCESS RATES

The student success rate for OntarioLearn's online courses continues to show strong results at 78.4%. With adjustments to factor in attrition, the rate increases to 87.5%.

	2012 (%)	2013 (%)	2014 (%)	2015 (%)	2016 (%)
Success Rate	76.9	77.2	77.9	77.1	78.4
Success Rate (minus Attrition)	86.3	86.7	87.1	86.6	87.5
Attrition Rate	10.9	10.9	10.5	11.0	10.4
Retention Rate	89.1	89.1	89.5	89.0	89.6

Below is a comparative look at trends in success rates, attrition and retention over the last five-years.

RATE DESCRIPTIONS

Success rate is defined as the % of students who achieved a final grade "greater or equal to" the minimum pass rate for their course.

Attrition rate is defined as the % of students who officially withdrew from their course or did not complete the course and were assigned a grade of zero.

Retention rate is defined as the % of students who were assigned a final grade.



PERFORMANCE HIGHLIGHTS

KEY OBJECTIVE

• New Corporate Identity

To enhance the transparency of OntarioLearn operations, improve its value proposition, and increase the profile of member colleges, courses and programs, OntarioLearn proposed to develop a new corporate image.

ACHIEVEMENT

- In the spring of 2016, OntarioLearn approved a new, revitalized contemporary corporate identity.
- To ensure consistent application of the new corporate logo, Brand Guidelines were distributed to all colleges.
- The Guidelines included a visual identity guide with specifications on proper presentations of the new identity and examples on applying it across six media applications.

KEY OBJECTIVE

• Revenue Model Transition project

To ensure a sustainable, collaborative business model, OntarioLearn will take steps to advance recommendations from the comprehensive assessment completed in 2016.

ACHIEVEMENT

- A working group was established to review costs and administrative efficiencies in preparation of adopting a new revenue-sharing model that promotes increased member participation in OntarioLearn.
- A survey of colleges was completed in January 2017 to collect supplementary data on workload, workflow and challenges.
- Additional recommendations were presented to the OntarioLearn Board in March 2017 -
 - ▷ Review suggestions to streamline the process for examinations, grades, course evaluations, invoicing, proctoring, and registration.
 - > Research potential areas to further centralize processes within OntarioLearn.
 - > Assess and identify potential areas to increase revenues.

KEY OBJECTIVE

• Quality Assurance Compatibility project

To continue the progression of high-quality industry standards across the OntarioLearn shared course and program inventory, OntarioLearn will implement new Quality Assurance (QA) policies and procedures as well as an in-house training program instituted across all colleges.

ACHIEVEMENT

- The first courses under the new hybrid Quality Matters™ (QM) standards were reviewed in the Fall of 2016.
- A successful launch of the in-house training program has resulted in a total of 144 individuals from across the colleges who have completed training on the QM system. In addition, 16 Individuals have completed advanced Peer Reviewer training.

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• A review of the current process for legacy-shared courses has been identified as a priority.

"I found the assignments to be very handson and a dynamic learning experience... Conforming the assignment to meet real life situations was useful."

Canadore College Student 2016 OntarioLearn Student Survey

KEY OBJECTIVE

• Access Web Portal Development Project

To support ongoing improvements to OntarioLearn's website and portal environments, OntarioLearn partner colleges agreed to shared support services that provide consistent services to all students and instructors.

ACHIEVEMENT

- The OntarioLearn Board decided to pursue the next phase of implementation of the Web Portal Development project with its external partners.
- In 2016, a new website was formally launched with enhanced access to shared programs, courses and services in both English and French. The fresh, easy to navigate site simplifies user experiences from initial exploration to registration and promotes Help Centre resources on each page.
- In addition, extensive updates and improvements featuring a new contemporary look were completed for OntarioLearn's Portal. These enhancements have also increased stability, security, and accessibility for both students and faculty.

KEY OBJECTIVE

• Partnership Development

To promote partnership development, the OntarioLearn Board agreed to pursue the next phase of implementation with external partners.

ACHIEVEMENT

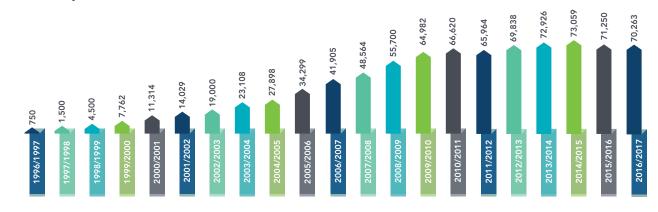
• More than 20 consultations and partner evaluations took place resulting in agreements with Ontario Colleges Digital Library, Tutor.com, B-Virtual, Texidium and Pearson Canada.



ENROLLMENT SUMMARY

COURSE ENROLLMENT BY YEAR

OntarioLearn's annual enrollment figures continue to exceed 70,000 course registrations for the 2016-2017 year.



COURSE ENROLLMENT BY COLLEGE

COLLEGE	2012/13 Enrol.	2013/14 Enrol.	2014/15 Enrol.	2015/16 Enrol.	2016/17 Enrol.	Enrolment Variance	% Change from Previous Year
Algonquin	6,604	6,296	6,274	6,878	7,062	184	2.7%
Cambrian	915	1,018	804	770	492	-278	-36.1%
Canadore	938	914	945	949	938	-11	-1.2%
Centennial	3,507	3,622	3,800	3,697	3,669	-28	-0.8%
Collège Boréal	0	0	0	0	0	0	0.0%
Collège La Cité	0	0	0	0	2	2	0.0%
Conestoga	4,236	4,572	4,672	4,662	4,707	45	-1.0%
Confederation	1,282	1,852	1,653	1,692	1,806	114	6.7%
Durham	7,702	7,955	7,753	7,729	7,123	-606	-7.8%
Fanshawe	1,594	1,587	2,000	1,925	1,901	-24	-1.2%
Fleming	2,731	3,553	3,661	4,109	4,446	337	8.2%
George Brown	1,811	1,750	1,863	1,858	2,132	274	14.7%
Georgian	2,103	2,047	2,706	2,699	2,573	-126	-4.7%
Humber	1,925	1,607	1,283	1,076	1,110	34	3.2%
Lambton	1,772	1,685	1,803	1,720	1,730	10	0.6%
Loyalist	4,186	4,072	3,938	3,902	3,468	-434	-11.1%
Mohawk	7,799	7,702	7,954	7,860	7,310	-550	-7.0%
Niagara	6,529	8,018	7,550	4,642	4,976	334	7.2%
Northern	285	317	290	250	214	-36	-14.4%
Sault	683	777	717	830	658	-172	-20.7%
Seneca	7,867	8,733	9,050	9,804	9,711	-93	-0.9%
Sheridan	3,344	2,437	1,957	1,818	1,906	88	4.8%
St. Clair	216	548	483	325	188	-137	-42.2%
St. Lawrence	1,809	1,864	1,903	2,055	2,141	86	4.2%
TOTAL	69,838	72,926	73,059	71,250	70,263	-987	-1.4%

Note: Course enrollment numbers in this report reflect the quantity of course registrations through OntarioLearn only. Many partner colleges offer additional online courses internally at their college.

ACADEMIC PATHWAYS



The OntarioLearn consortium is committed to providing a wide range of high-quality courses and programs and achieves this at a very affordable cost to students by reducing course overlap. This no-duplicate policy allows only one course in a particular subject area to be part of the OntarioLearn course inventory.

2016-2017 ONTARIOLEARN COURSE INVENTORY

OntarioLearn is continually adding to the course inventory to assist students on their academic journey. Currently, there are:

- 1,350 courses available, and
- 342 new courses under development.



PROGRAMS

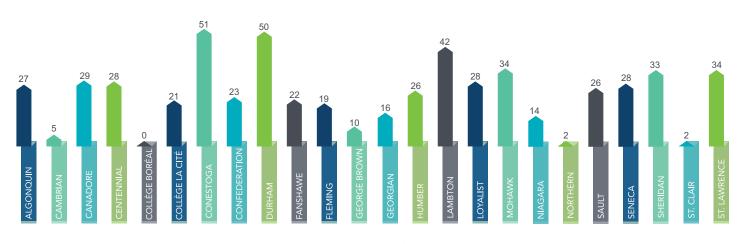
In addition to developing new courses, OntarioLearn has made one of its priorities to collaborate on the development of shared

programs that lead to credentials at partner colleges. There are a number of credentials for online students to choose from. Currently there are 570 college programs that lead to credentials listed on the OntarioLearn website. This diversity of credentialed learning options for students is a large part of what makes OntarioLearn so successful.

TYPES OF CREDENTIALED PROGRAMS

Î							
Credent	ial College- Approved Certificates	Ontario College Certificates	Ontario College Diplomas	Ontario College Advanced Diplomas	Ontario College Graduate Certificates	OTHER External designations or College-specific designations	Total # Programs
TOTAL	360	28	34	2	59	102	570

NUMBER OF CREDENTIALED PROGRAMS BY COLLEGE



QUALITY ASSURANCE

QUALITY MATTERS™

During 2016, OntarioLearn adopted the Quality Matters™ (QM) rubric and processes for the review of all new online courses shared throughout the consortium. To ensure a strong system-wide commitment to the QM initiative, OntarioLearn sponsored training on the application of the new rubric. All 24 colleges have taken advantage of this training.

Quality Matters[™] Implementation Results

NUMBER OF	TOTAL
Colleges that submitted courses for OntarioLearn's custom QM review	9
Courses submitted for OntarioLearn custom QM review	55
Courses that met OntarioLearn custom QM standards	28
Individuals trained on applying new rubric in OntarioLearn QM system	144
Individuals who completed advanced Peer Reviewer training	16

QUALITY CONTROL - ONTARIOLEARN CHECKLIST

Since 2009, OntarioLearn's Quality Assurance/Quality Control Specialist conducted over 900 course reviews using OntarioLearn's exclusive quality assurance process - the OntarioLearn (OL) Checklist. With the implementation of the Quality Matters™ initiative, the OL checklist is now only applied to courses undergoing quality control checks. All other new and redesigned courses are reviewed under the new QM framework.

OntarioLearn Checklist Reviews

NUMBER OF	TOTAL
Level 1 course reviews opened (quality control reviews)	34
Level 1 course reviews closed (quality control reviews)	14
Level 1 instructor reviews opened (quality control reviews)	45
Level 1 instructor reviews closed (quality control reviews)	27
Level 2 (at-risk-of-suspension) course or instructor quality control reviews	0
New-course reviews opened (grandfathered quality assurance reviews)	32
New-course reviews closed (grandfathered quality assurance reviews)	25

QUALITY ASSURANCE WORKGROUP

The Quality Assurance (QA) Workgroup monitors the quality assurance and control processes of courses, and recommends policy or procedural changes as required. During 2016-2017, the QA Workgroup completed the first revision of the quality assurance procedure governing the application of QM standards for the review of new courses. This resulted in a revised, new edition of the custom QM rubric that is now being implemented.

ENRICHED TECHNOLOGY SERVICES

ONTARIOLEARN WEBSITE

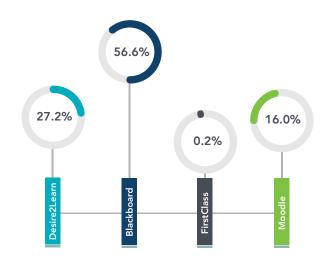
The OntarioLearn website provides students with a user-friendly, seamless vehicle to explore online learning options offered across all 24 Ontario colleges. During the 2016-2017 year, a new website was launched with accessible theme-based web pages based on the new brand guide and with a responsive design to suit visitor devices. New functionality allows colleges to add multiple locations to the About Us pages. Pagination and print functions were also added. The rotating banner feature was introduced to promote courses and programs across all 24 colleges. Other significant additions include:



- Two content and theme migrations to support new user experiences were applied.
- Technical manuals were prepared to guide users through the new features and functionalities including the WordPress college locations map, course or program importer, exporter, and feature dashboard.
- Visitors can now conduct searches by college, key word, subject area, and/or credential and link through to additional details at the credentialing college.

LEARNING MANAGEMENT SYSTEMS

Four supported Learning Management Systems (LMS) serve as reliable platforms of online course delivery. These are Blackboard, Desire2Learn, FirstClass and Moodle.



"I liked this online course. It was very easy to access and user friendly. I'm thinking of taking as many online courses I can because I can do them any time from home. I'm loving the experience."

Centennial College Student 2016 OntarioLearn Student Survey

ENRICHED TECHNOLOGY SERVICES continued

ONTARIOLEARN PORTAL

The OntarioLearn Portal is the gateway to all online courses, tools, and support for students, instructors and administrators. To enrich the user experience and improve functionality for both students and instructors, a number of visual and technical enhancements were completed over the past year.

- A better alignment of content and features was added to the Portal report utilities function to ensure secure management and exchange of report information.
- In Fall 2016, research and testing of the Mobile Single Sign On was initiated.



 New interactive functionality of the Learning Hubs was introduced. Hubs for students with Ontario college library team moderators, and for faculty led by the OntarioLearn Quality Assurance Specialist made new distributed content available to members with registering college views, and advanced the Mobile Single Sign On project for OntarioLearn instances of Blackboard and D2L.

TECHNICAL SUPPORT

- In the Fall of 2016, OntarioLearn's Technical Service Provider, Pearson Embanet launched French language live help desk services from Monday through Friday, 8:00 a.m. to 8:00 p.m., with response time within one hour and an interim approach to holidays. The help desk was staffed with bilingual agents to handle inquiries in French.
- With the help of French college members, Pearson Embanet modified telephone prompts for service.
- Technical manuals were prepared to guide the use of new features and functionalities for the language editor, interactive learning hubs and registering college views.

HELP DESK	2016
Phone	6,232
Emails/Web Forms	1,127
Online Chats	5,497
Work Orders	2,222
Total	15,078





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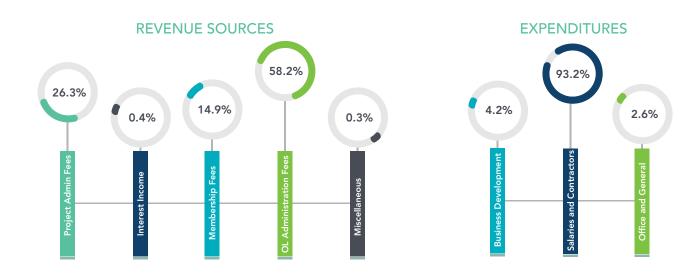
FINANCE BRIEF

As a member of the consortium, partner colleges pay an annual membership fee plus an administration fee per enrollment to OntarioLearn. OntarioLearn's infrastructure is sustained solely by partner college contributions. In 2016-2017, OntarioLearn invested over \$100,000.00 of its reserves to continue important work on various projects including quality assurance, the website and portal, and governance initiatives.

KEY FIGURES AS OF MARCH 31, 2017*

REVENUE	
Membership Fees	72,000
OntarioLearn Administration Fees	281,044
Project Administration Fees	127,586
Miscellaneous Revenue	1,061
Interest Revenue	1,870
TOTAL REVENUE	\$483,561
EXPENDITURES	
Salaries and Contract Services	555,236
Office and General	15,418
Business Development (travel, PD, PR)	25,090
TOTAL EXPENSES	\$595,744

* The data above reflects unaudited figures related to the infrastructure operations of OntarioLearn only. It does not include the revenue and costs incurred by individual partner colleges.



OUTLOOK: 2017-2018

With the establishment of the provincial government's eCampusOntario, and the continuing increase of global competition, it will be a challenging and exciting period as OntarioLearn continues to enhance its position as a leader in collaborative online education.

To support this objective, OntarioLearn will focus on three key priorities:

- Governance and Sustainability
- Programming and Quality Assurance
- Growth Opportunities and Partnerships

GOVERNANCE AND SUSTAINABILITY

Over the next year, a governance model that reflects current trends and best practices will be developed that provides the foundation for OntarioLearn to compete successfully in a global marketplace. In addition, OntarioLearn will continue advancing the development of a sustainable business model that encompasses:

- Creating an extensive business plan that incorporates ongoing market analysis, and environmental scans;
- Establishing a Strategic Enrollment Committee to analyze workforce and industry trends; and
- Introducing an integrated risk-focused planning process as a first step in the development of a risk management plan.

PROGRAMMING AND QUALITY ASSURANCE

To ensure that additional credentialed programs are available to students, partner colleges will concentrate their efforts on collaborating and implementing shared programming by:

- Adapting existing processes and developing complimentary tools to address issues faced in shared programs;
- Developing the framework for enrollment analytics for shared programs, and streamlined processes for member colleges;
- Instituting OntarioLearn's new Quality Assurance (QA) framework for courses and programs; and
- Continuing to improve the QA process, including establishing a plan for legacy courses and programs.

GROWTH OPPORTUNITIES AND PARTNERSHIPS

To expand partnerships at the provincial, national and international level, OntarioLearn will focus on strengthening its current partnerships and seek new partnerships with traditional and non-traditional stakeholders. In particular, OntarioLearn will examine aligning with provincial and federal priorities in workforce development. It will also focus on access to education and under-representation of online studies as potential areas for growth. This includes:

- Continuing to strengthen strategic alliances with eCampusOntario and Contact North;
- Developing a comprehensive communications plan;
- Creating an outreach action plan with emphasis on participating in conferences and events that support partnerships; and
- Exploring alternative funding sources for projects with growth potential.

2016-2017 EXECUTIVE AND BOARD MEMBERS

EXECUTIVE COMMITTEE

Chair

Co-Chair Treasurer

Western Region Representative Eastern Region Representative Northern Region Representative Central Region Representative Executive Director

BOARD MEMBERS

VPA Liaison Algonquin Cambrian Canadore Centennial Collège Boréal Collège La Cité Conestoga Confederation Durham Fanshawe Fleming George Brown Georgian Humber Lambton Loyalist Mohawk Niagara Northern Sault Seneca Sheridan St. Clair St. Lawrence

Donna Church Patrick Devey Sherrill McCall Mark Lamontagne Michelle DeCoste Diane Sénécal Suzanne Gibault Sandra Schelling Don Duclos Rebecca Milburn Susan Cluett Brenda Pander-Scott Kathleen Abbott Heather Ummels Mark Ihnat Donna Church Christine Eddy Alison Horton Jayne Moffat Sara Munroe Lori Crosson Susan Savoie Blair Kettle Irene Moore Davis André Léger

Susan Savoie, Seneca

Donna Church, Lambton Susan Cluett, Fanshawe

André Léger, St. Lawrence Don Duclos, Confederation

Tracie Marsh-Fior

Michelle DeCoste, Centennial

Vacant

24 COLLEGES ACCESSIBLE ANYWHERE



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