

**SIR SANDFORD FLEMING COLLEGE  
OF APPLIED ARTS AND TECHNOLOGY  
PUBLIC MEETING OF THE BOARD OF GOVERNORS**

**Wednesday, May 25, 2016  
3:45 p.m.  
Scholfield Boardroom  
Room B3330  
Peterborough, ON**

**2015-2018 Strategic Priorities**  
 1. Deliver Outstanding Student Learning and Experiences  
 2. Collaborate and Prosper with Our Communities  
 3. Excel as an Organization  
 4. Enhance Financial Health and Sustainability

## A G E N D A

*Pages*

<b>1. Call to Order</b>	
<ul style="list-style-type: none"> <li>• Confirmation of Quorum</li> <li>• Welcome and Introduction of Guests</li> <li>• Conflict of Interest Declarations (if any)</li> </ul>	
<b>2. Additions/Deletions/Approval of Agenda</b>	<b>1-2</b>
<b>3. Unanimous Consent Agenda</b>	<b>3</b>
<i>The following items have been identified for the Consent Agenda; any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting. Items not moved will be considered adopted by consent without debate.</i>	
<b>Approve the</b>	
3.1 minutes of the April 27, 2016 Public Board meeting	4-6
<b>Receive as information the:</b>	
3.2 Chair's Report	7
3.3 President's Report	8
3.4 College Activity Report	9-11
<b>4. Business Arising from Previous Meetings (not otherwise covered on the agenda)</b>	
<b>5. Matters for Board Decision</b>	
<b>5.1 Audited Financial Statements (Briefing Report enclosed)</b>	<b>12-59</b>
<i>Presenter: Governor Gillespie, Chair – Audit Committee (10 min.)</i>	
<b>5.2 Internally Restricted Net Assets (Briefing Report enclosed)</b>	<b>60-61</b>
<i>Presenter: Governor Gillespie, Chair – Audit Committee (10 min.)</i>	
<b>5.3 Fleming College 2015-2016 Annual Report (Briefing Report enclosed)</b>	<b>62-92</b>
<i>Presenter: Vice-President Crook (10 min.)</i>	
<b>5.4 Educational Consulting Services (ECS) Report – Sutherland Campus Interior Development Plan (Briefing Report enclosed)</b>	<b>93-</b>
<i>Presenter: Vice-President Baker with Terry Williams, Director College Facilities (10 min.)</i>	
	<b>104</b>

**6. Matters for Board Discussion**

**6.1 Key Performance Indicators (KPI) Report on In-Year Results (Briefing Report enclosed)**

105-  
118

*Presenters: Vice-President Crook with Brian Bates, Strategic Planning and Development (20 min.)*

**7. Presentation**

**7.1 Summer/Fall Enrolment Report (Briefing Report enclosed)**

119-  
120

*Presenters: Vice-President Schollen with Brenda Pander-Scott, Executive Director International Education, Enrolment Management & Registrar (10 min.)*

**8. Other Business (Information or Update items and items removed from the Consent Agenda)**

**8.1 “Community Connections” Roundtable (5 min.)**

**9. Report from the In-Camera Meeting**

**10. Adjournment of the Public Meeting** approx. 4:55 p.m.

**Private Session (Governors Only)**

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon May 25 until end of day May 26** on the **Surveys and Questionnaires** page of the **Board Portal**.*

# UNANIMOUS CONSENT AGENDA

Public Board Meeting  
May 25, 2016

Agenda Item 3

## **CONTEXT** (*brief statement of the issue or request*)

To ensure the Board of Governors has sufficient time at its monthly meetings to deal with substantive policy issues and time to review and strengthen its own operations, minor or non-controversial Board matters will appear on a Consent Agenda for both the public and in-camera meetings. Items listed on the Consent Agenda do not require discussion and are approved en bloc.

## **BACKGROUND** (*includes a chronology of events, previous discussions/decisions leading to the recommendation*)

- Board Policy 1-102L, *Guidelines for the Consent Agenda*

### **Attachments:**

As listed

## **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College, by unanimous consent, approve the minutes of the**

**3.1 April 27, 2016 Public Board Meeting**

and receive as information the

- 3.2 Chair's Report**
- 3.3 President's Report**
- 3.4 College Activity Report**

**BOARD OF GOVERNORS Public Meeting**  
**Wednesday, April 27, 2016**  
**Scholfield Boardroom, Room B3330**  
**Peterborough, ON**

*Draft Until Approved*

# MINUTES

*Present:* Ms. Allison Bowes  
Mr. Paul Downs  
Ms. Dana Empey  
Ms. Lori Geens, Board Chair  
Mr. George Gillespie  
Ms. Rosemarie Jung  
Ms. Heather Kerrigan  
Ms. Sue Kloosterman  
Ms. Katherine Maclver  
Mr. Dan Marinigh  
Mr. Mike Perry  
Dr. Tony Tilly

*Regrets:* Ms. Shelley Knott Fife  
Mr. Mike Leonard  
Dr. Nancy Martin-Ronson  
Ms. Patti Watson

Michele McFadden, Board Secretary

*Senior Administration:* Mr. Brian Baker, Vice-President Finance and Administration  
Ms. Sonia Crook, Vice-President Human Resources and Student Services  
Ms. Laurel Schollen, Vice-President Academic

*Guests:*

- Ms. Laura Copeland, College Communications Officer
- *Item 5.1:* Ms. Angie Sims, Director Budget Services
- *Item 5.4:* Ms. Sue Sanders, Director Finance

## 1. Call to Order

The Chair called the meeting to order at 3:58 p.m.; those in attendance were **welcomed** and regrets were noted. There were no **conflict of interest** declarations.

## 2. Additions/Deletions/Approval of Agenda

There were no additions or deletions to the agenda; it was moved by Mr. Downs, seconded by Mr. Gillespie and carried to approve the agenda as circulated.

## 3. UNANIMOUS CONSENT AGENDA

Governors were requested to identify those items to be removed from the Unanimous Consent Agenda and placed on the regular public meeting agenda; none were identified.

Moved and Seconded by Ms. Kloosterman and Ms. Bowes

**THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the April 27, 2016 meeting and, by unanimous consent,**

- 3.1 approve the minutes of the March 23, 2016 Public Meeting of the Board of Governors;**
- 3.2 receive the Chair's Report, as information;**

- 3.3 receive the President's Report, as information;
- 3.4 receive the College Activity Report, as information;
- 3.5 receive the Updated Program Advisory Committee Meeting Schedule 2015-2016, as information; and
- 3.6 receive the Financial Statements of the Student Governments as information.

Motion Carried  
(Resolution BoG April27-2016 #1)

#### 4. Business Arising from Previous Meetings

None identified.

#### 5. Matters for Board Decision

- 5.1 Fleming College 2016-2017 Financial Plan:** An overview of the 2016-2017 operating and capital budgets was provided by the Vice-President Finance and Administration along with the Director of Budget Services. The Board had an opportunity to question the presenters concerning the financial plan. To reflect a consistency with the Ministry reporting forms, the Board directed that International Operations Contingency be included with Student Tuition Fees, not recorded separately, and that the document be revised to reflect this change prior to submission.

Moved and Seconded by Mr. Gillespie and Ms. Empey

**THAT the Board of Governors of Sir Sandford Fleming College approve the revised Fleming College Financial Plan 2016-2017 including adjustments to the Internal Restricted Reserve within net assets, which provides for:**

**Total Revenue of \$107,737,675**  
**Expenditures of \$106,737,675**  
**Capital Expenditure of \$4,064,757**  
**Net Assets at March 31, 2017 \$14,286,000**

Motion Carried  
Resolution BoG April27-2016 #2

- 5.2 Fleming College 2016-2017 Business Plan:** Presented by Vice-President Crook, the Business Plan identifies objectives for 2016-2017 that relate to the 2015-2018 Strategic Plan, the Academic Plan and the Strategic Mandate Agreement. The Plan also integrates the themes of the MetaProject framework document. Administration believes the priorities and objectives identified for 2016-2017 can be achieved. The Board had an opportunity to question Vice-President Crook concerning the Business Plan and noted that the College may wish to consider providing a progress report to the Board in the fall in addition to January and May (the annual report),

Moved and Seconded by Mr. Marinigh and Mr. Downs

**THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2016-2017 Business Plan.**

Motion Carried  
Resolution BoG April27-2016 #3

- 5.3 Strategic Investment Fund – Fleming College Submission:** The Strategic Investment Fund provides a major opportunity to obtain funding for identified priority projects that can be substantially completed by the end of April 2018. The program requires "approval in principle by the governing body of the institution" as part of the submission documentation.

Moved and Seconded by Ms. Jung and Mr. Downs

**THAT the Board of Governors of Sir Sandford Fleming College approve in principle submissions to the Strategic Investment Fund (SIF) for projects to be carried out from 2016 to March 2018 at the Frost and Sutherland Campuses. The proposed projects shall be consistent with SIF requirements, College priorities and College financial resources.**

Motion Carried  
Resolution BoG April27-2016 #4

#### **5.4 Canada 150 Community Infrastructure Program – Expansion of Fleming College Trail**

**Network:** Under the Canada150 Community Infrastructure Program, the College had submitted a grant proposal for expanding and renovating the nature trails at the Sutherland Campus; the application was successful. The second stage of the process requires authorizing Administration to enter into the agreement. The Board had an opportunity to question the Vice-President Finance and Administration and the Director of Finance.

Moved and Seconded by Dana and Katherine

**THAT the Board of Governors of Sir Sandford Fleming College authorize Administration to enter into the Contribution Agreement for funding the Expansion of the Fleming College Trail Network Project under the Canada 150 Community Infrastructure Program; the total project budget is \$150,000 with 50% of the eligible costs contributed by the Federal Economic Development Agency for Southern Ontario up to a maximum of \$75,000.**

Motion Carried  
Resolution BoG April27-2016 #5

#### **6. Matters for Board Discussion**

None identified.

#### **7. Other Business (information or update items and items removed from Consent Agenda)**

**7.1 “Community Connections”:** Participation in a variety of events were noted. Members were encouraged to review the reports within the Consent Agenda.

**7.2 “On the Table”:** Attention was drawn to two items on the table, the list of 2016 Convocation ceremonies and the Spring 2016 issue of the *College Administrator* magazine.

**8. Report from the In-Camera Meeting:** The Board held an In-Camera meeting prior to the Public meeting; a small increase to the hourly wage rates for part-time support staff as well as an increase to the non-executive salary ranges for administrative staff were approved.

**9. Adjournment of Meeting:** It was moved by Ms. Jung, seconded by Ms. Empey and carried to adjourn the public meeting at 4:43 p.m.

**Private session:** Senior Administration and guests were thanked for attending the meeting.

## CHAIR'S REPORT

Public Board Meeting  
May 25, 2016

Consent Agenda Item 3.2

### **Election of the 2016-2017 Board Executive**

The annual meeting to elect the Board Executive is held on the same day as the June Board meetings which, for 2016, will take place on June 22.

### **Colleges Ontario 2016 Higher Education Summit**

The 2016 conference will take place on November 20 and 21 at the Sheraton Centre Toronto Hotel. Environmentalist and author *Bill McKibben* has been added to the list of featured speakers at this year's Higher Education Summit. Other speakers include former U.S. Secretary of Labour and American political economist *Robert B. Reich*, top outdoor adventure athlete in and award-winning writer *Will Gadd*, and six-time Olympic medallist and national spokesperson for mental health awareness *Clara Hughes*. The CCBE will host sessions prior to the conference. Details on the annual conference will be circulated by the Board Office in the Fall.

### **Correspondence**

There was no Board correspondence received in the Board Office.

### **Opportunities for Governors**

*Convocation 2016*: Governors are reminded of the ceremonies taking place at the Haliburton, Frost and Sutherland Campuses. Please confirm your participation with the Board Secretary as soon as possible.

## PRESIDENT'S REPORT

Public Board Meeting  
May 25, 2016

Consent Agenda Item 3.3

### Ministry of Training, Colleges and Universities

On May 18, the Ministry hosted a full-day consultation on college funding model reform. The purpose of the day was to review and discuss how to modernize the provincial government's funding model for Ontario's colleges of applied arts and technology. An important part of the transformation of the postsecondary education system involves looking at how public funds are allocated to best enable institutions to support positive outcomes for students and ensure long-term sustainability for the system. This collaborative discussion brought together students, college leadership and faculty along with policy experts.

### Colleges and Institutes Canada

*Perspectives* is CIGan's official newsletter, providing a comprehensive overview of activities, events and partnerships nationally. The electronic newsletter is available at <http://www.collegesinstitutes.ca/news-centre/perspectives/>.

### Colleges Ontario

*The Start of Something Amazing* is the theme for our sector's 50<sup>th</sup> anniversary in 2017, a celebration of the colleges' tremendous legacy and a look ahead to the future of college education. The anniversary activities will include an online scrapbook and video reels, a province-wide bus tour, guest lecturer events that will be available online, a scholarship program for new students, special community events, and much more. Further details will be announced in the run-up to 2017. In the meantime, visit the [web site](#) for updates or stay tuned to what's coming up across Ontario by following Colleges Ontario on [Twitter](#) and [Facebook](#).

Colleges Ontario and the Ministry of Training, colleges and Universities will co-sponsor the June 20 symposium, *Shifting Into High Gear: Powering a high-performance economy*. Presidents from across the province will be attending as will other representatives from the 24 colleges. In addition, each President has been asked to invite one CEO from the College's region and a Board member who represents local business interests. Governor Downs has agreed to join me at this symposium.



## COLLEGE ACTIVITY REPORT

Public Board Meeting  
May 25, 2016

Consent Agenda Item 3.4

### OUR STUDENTS

Students in Fleming College's *Ecosystem Management Technician* program will soon have the opportunity to spend a semester of study at Pidwa Wilderness Reserve (PWR) in South Africa beginning in Winter 2018. PWR is a 17,500 hectare wilderness reserve committed to restoring the lowveld ecosystem through monitoring, research and active management studies while Askari Wilderness Conservation Programme supports the conservation of wilderness at Pidwa. The most recent cohort of Fleming students recently returned from Pidwa where they participated in a habitat restoration project as well as species relocation.

A group of Ecosystem Management Technician students recently visited Costa Rica for their international field placement. The students shared their experiences helping Parismina Turtle Conservation on the Destination Conservation blog.

Fleming College *Welding and Fabrication Technician* (WFT) student **Roland Timleck** brought home a gold medal from the Ontario Technological Skills Competition. The gold medal finish in the welding category will allow Roland to compete at the Skills Canada National Competition to be held June 5-8 in Moncton, NB. Classmate **Miranda Phillips** placed fourth in the welding competition. Both students are members of the first graduating class of WFT at Fleming College. **Ryan Rutledge** won bronze in the Heating, Ventilation and Air Conditioning (HVAC) competition. Students from Fleming also competed in carpentry and culinary competitions at the event.

Graduates of the *Urban Forestry Technician (UFT) Co-op program* now have the option of completing a Bachelor of Urban Forestry degree at University of British Columbia (UBC). An agreement has been signed between UBC's Faculty of Forestry and the UFT program which allows eligible graduates of the two year diploma program to finish their degree with three additional years of study at UBC.

Thirteen Fleming students in the Tourism-Global Travel and Hospitality programs and two faculty members departed for Jamaica on April 23 on the *Study Abroad Field Experience (SAFE)* for one week of applied education. The experience included three days of volunteering with Hanover Charities and inspection of four different resort options. There was also one required excursion, organized by the students to sites such as Dunn's River Falls, Luminous Bay, Dolphin Cove or Bob Marley Village. This experience allows the students to apply what they have learned at Fleming and support the sustainable direction of the College. It presents students with a vivid picture of the importance of tourism as a business and the importance of corporate social responsibility. Two of the three resorts that we toured are now giving back to the communities in Jamaica.



### OUR EMPLOYEES

**Sherry Gosselin** has been seconded to the position of Director, Project Management Office at Fleming. Reporting to the Vice-President Human Resources, Sherry will work closely with the President and three Vice-Presidents to systematically track the projects within the College Business Plan.

### Finance and Physical Resources

The *Massage Therapy Clinic* has temporarily relocated for the summer semester – to Room A1156. The Clinic runs on Tuesdays and Thursdays from 1:30 to 7:00 p.m.

The *Physical Resource team* is hosting regular, monthly meetings to share high-level updates about a variety of ongoing projects occurring across the College.

### Human Resources

**Recruitment and Selection:** For the April 15 to May 12, 2016 timeframe:

- The College posted 14 positions (a combination of permanent and temporary positions): 4 Support, 7 Academic and 3 Administrative.
- The College hired 1 *new permanent (full-time) Support staff*.
- The College hired 0 *new permanent (regular part-time) staff*.
- There was 1 *internal full-time Support Staff transfer*.
- There were 5 *temporary full-time assignments*: 4 Support, 1 Administrative.
- There were 2 *resignations and/or terminations*: 2 Administrative.
- There were 0 *retirements*.
- There were 6 *leaves*: 5 Support (2 parental, 3 seasonal layoffs), 1 Academic (1 personal).
- There was 1 *return from leave*: 1 Faculty (parental).

### With Sadness

Condolences to the family, friends and former colleagues of *Peter Mazeikis* who passed away in late April. Peter, a faculty member and union leader, taught math; he started at Fleming in 1971 and retired in 1992.

### Recognition

Congratulations to the following employees who achieved significant service milestones in April 2016:

15 years: Linda Poirier

25 years: Janet Austin-Pearson

### Student Services

Following the signing of the *Indigenous Education Protocol* in December 2015, a working group (comprised of representatives from academic, student services, physical resources, human resources areas) and the Aboriginal Education Council have drafted a [three-year plan](#) to begin implementing change and improvements.

### Diversity

The *Diversity Community of Practice* held its inaugural meeting on May 5. This is a group of staff and faculty interested in diversity at

Fleming, whose goal is to help ensure the College remains a diverse and inclusive environment for everyone in the Fleming community.

### Student Government

Beginning May 1, new student leaders take office. *Joel Willett* is the incoming **Fleming SAC (Sutherland)** President; he is joined by Directors *Amy Joes*, *Gagandeep Singh Bagga*, *Tiffany Desbiens*, *Kylie McMaster* and *Montana Scott*. *Lee Scholl* is the incoming **Frost Student Association** President; rounding out the Board are *Sean Kerr*, *Meaghan Adams*, *Tabitha Henry*, *Tarissa Holes*, *Kyle Chalmers*, and *Tim Marostega*. Serving as staff liaison with the student government are Sutherland Residence Manager Shaun McCracken (SAC) and Frost Residence Manager Rob Marsh (Frost).

### Advancement and Alumni Relations

The *Employee Campaign for Student Success* is officially underway. The "It Takes a Community" campaign is more than half way to reaching its monetary and participation goals.

A generous *donation from Peterborough Utilities Commission (PUC)* is assisting Fleming College students with hands-on training in their field. PUC recently donated watermains, valves, valve boxes, piping and supports, and training aids to the *Mechanical Techniques – Plumbing* program. The materials, with an estimated value of about \$10,000, come from PUC as well as industry suppliers Cambridge Brass, Canada Pipe, Concord Supply, Sigma, and Wamco Waterworks. The donated materials will be used by students in both the *Mechanical Techniques – Plumbing* program at the Kawartha Trades and Technology Centre and the *Advanced Water Systems Operations and Management Co-op* program at Frost Campus.



### Marketing, Communications and Liaison

Approximately 500 elementary and high school students visited the Frost and Sutherland campuses the end of April to participate in hands-on activities and learn more about *college programs and careers*. Students visiting Frost took part in an arboriculture workshop as well as species identification and compass/GPS activities. At Sutherland, students learned about the Pharmacy Technician and Recreation and Leisure Services programs and took part in culinary, trades, entrepreneurship, and esthetician activities.

Another 200 Kawartha Pine Ridge District School Board students visited the Haliburton, Frost and Sutherland campuses for a *Specialist High Skills Major (SHSM) Activity Day*. At Sutherland Campus, students participated in coding/website design, cooking, event coordination, and fitness and coaching. At the Frost Campus, students took part in species identification, knot techniques, geographic information systems, and GPS navigation. Students visiting Haliburton Campus received advanced training in silk screen and jewelry making.

### OUR COMMUNITIES

*Shifting Gears* is a city-wide campaign in Peterborough that encourages people to use sustainable ways to get to work or school – either by cycling, walking, carpooling or using public transit. For the month of May, staff are encouraged to get involved by registering online ([www.peterboroughmoves.com](http://www.peterboroughmoves.com)) for this year's challenge.

The school community at St. Catherine Catholic Elementary School presented four pieces of student-created artwork to Fleming College during a special event at the school. The artwork is intended as a *welcome to refugees taking Language Instruction for Newcomers to Canada (LINC) classes* at Fleming. The College currently has 30 refugees studying English in the LINC program – 27 are from Syria. The artwork will hang in the hallways outside the LINC classrooms.



### UPCOMING EVENTS

#### Convocation Ceremonies:

*May 27: Haliburton Campus* at 2 p.m. in the Great Hall

*June 3: Frost Campus* at 2 p.m. in the Lindsay Recreation Complex

*Sutherland Campus* ceremonies are all at the Peterborough Sport and Wellness Centre:

*June 7:* School of Trades and Technology and the School of General Arts and Sciences at 10 a.m.; the School of Business at 2 p.m.

*June 8:* the School of Justice and Community Development (Justice) at 10 a.m.; the School of Justice and Community Development (Community Development) at 2 p.m.

*June 9:* the Haliburton School of Art + Design (Arts and Heritage) and the School of Health and Wellness at 10 a.m.; the School of Health and Wellness at 2 p.m.

*June 23:* All-staff Meetings will be held at the Frost Campus (10 a.m. in the Glenn Crombie Theatre) and at the Sutherland Campus (2 p.m. in the Whetung Theatre).

*June 28:* Haliburton Campus All-staff meeting at 2:30 p.m.

*July 4-8:* Nature Explorer Summer Camp for children ages 7 to 10. For more information or to register, visit

<http://frostcampus.wix.com/naturecamp>.

*The College Activity Report is developed from The Fleming Zone, a weekly update to employees of news and events at the College.*

# BOARD BRIEFING REPORT

**SUBJECT: Audited Financial Statements 2015-2016**

**Submission to: Public Board Meeting**

**Meeting Date: May 25, 2016**

**Agenda Item 5.1**

**Requested Action: Decision / Approval**

*(Risk Assessment applicable for decision items)*

## CONTEXT / PURPOSE *(brief statement of the issue or request)*

A report to recommend approval of the audited financial statements for 2015-2016.

## BACKGROUND *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

- Minister's Binding Policy Directive, *Governance and Accountability Framework*
- Audited Financial Statements for the year ended March 31, 2016 as compiled by KPMG, external auditors
- Audit Committee meeting scheduled May 25, 2016 wherein the Committee will review and recommend approval of the audited financial statements for 2015-2016

### **Attachments:**

- 2015-2016 Financial Statements, draft 2, dated May 12, 2016
- 2015-2016 Report of the Vice-President Finance and Administration

## Analysis

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

The 2015-2016 fiscal year resulted in an increase in total net assets of \$2,819,134 as a result of an excess of revenue over expenditures of \$2,742,453, additional endowment contributions of \$64,181 and a decrease of \$12,500 in the market value of the derivative liability during the year.

### Assessment of Potential Risk

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Elite Construction Inc. Schedule Delay Invoice and the related contingent liability's negative impact to the Financial Statements	Low	Medium

*Additional risks may be identified here: N/A*

### Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:

Elite Construction Inc. was the general contractor for the construction of the Kawartha Trades and Technology Centre (KTTC) building; on April 8, 2016 they issued an invoice to the College in the amount of \$2.5-million related to project delays. The College does not agree with their assessment of the delay costs, and our legal firm is currently preparing a response. This is likely to drag on for some time, and the 2015-2016 Audited Financial Statements do not include any provision or reference to this contingent liability. However, the risk of a potential restatement of the 2015-2016 Financial

Statement is assessed as minimal – both the College’s auditors and legal counsel concur that there is no adjustment required in the financial statements for this contingent liability as the likelihood and estimated value are currently undeterminable.

Future financial statements could be impacted by this contingent liability should some amount of settlement become due and owing by the College. The maximum impact to the future financial statements would be an increase in capital of \$2.5-million, a corresponding decrease in cash, and a charge to amortization expense of approximately \$65,000 annually. Administration does not believe this magnitude is realistic, but it does remain a risk until settled.

**Questions for consideration as part of the Board discussion:**

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

**Implementation Strategy**

*Identify any matters to be addressed or steps to be taken in order to implement the recommendation.*

KPMG will remove the “draft” and issue final Audited Financial Statements following Board approval. These statements will then be provided to the Ministry of Training, Colleges and Universities; the statements also form part of the College’s Annual Report and will be posted to the College website.

**CONCLUSION / RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the 2015-2016 Audited Financial Statements indicating Net Assets as at March 31, 2016 of \$14,003,299.**

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Sue Sanders, Director Finance

***DRAFT #2***  
***May 12, 2016***

Financial Statements of

**SIR SANDFORD FLEMING  
COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

Year ended March 31, 2016

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Sir Sandford Fleming  
College of Applied Arts and Technology

We have audited the accompanying financial statements of Sir Sandford Fleming College of Applied Arts and Technology, which comprise the statement of financial position as at March 31, 2016, the statements of operations, changes in net assets, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sir Sandford Fleming College of Applied Arts and Technology as at March 31, 2016, and its results of operations, its changes in net assets, its cash flows and its remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

***DRAFT***

Chartered Professional Accountants, Licensed Public Accountants

May 25, 2016  
Toronto, Canada



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Financial Position

March 31, 2016, with comparative information for 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash	\$ 4,970,655	\$ 7,182,058
Short-term investments (note 3)	7,395,967	6,157,055
Ministry of Training, Colleges and Universities receivables	4,461,405	4,733,827
Accounts receivable	3,901,057	4,352,241
Inventory and prepaid expenses	972,829	1,047,155
	<u>21,701,913</u>	<u>23,472,336</u>
Restricted investments for endowments, bursaries and other (notes 2 and 3)	9,171,628	9,420,483
Capital assets (note 4)	106,111,878	109,781,720
	<u>\$ 136,985,419</u>	<u>\$ 142,674,539</u>

	2016	2015
<b>Liabilities, Deferred Contributions and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 7,457,121	\$ 9,648,551
Accrued payroll and employee benefits	10,936,461	11,481,172
Ministry of Training, Colleges and Universities grants received in excess of entitlements	570,746	605,199
Deferred revenue	7,453,240	8,597,809
Current portion of long-term debt (note 6)	954,167	1,001,985
	<u>27,371,735</u>	<u>31,334,716</u>
Long-term debt (note 6)	12,051,133	13,005,300
Deferred derivative liability (note 6)	201,000	213,500
Post-employment benefits and compensated absences (note 7)	4,233,000	4,278,000
	<u>16,485,133</u>	<u>17,496,800</u>
Deferred contributions:		
Bursaries and other	2,712,017	3,025,053
Deferred capital contributions (note 5)	76,413,235	79,633,805
	<u>79,125,252</u>	<u>82,658,858</u>
Net assets:		
Invested in capital assets (note 8)	17,356,785	17,107,658
Internally restricted (note 14)	432,000	2,244,000
Unrestricted net assets:		
Operating	116,246	(3,892,468)
Post-employment benefits and compensated absences	(4,233,000)	(4,278,000)
Vacation pay accrual	(5,927,343)	(6,178,955)
	<u>(10,044,097)</u>	<u>(14,349,423)</u>
Accumulated remeasurement losses	(201,000)	(213,500)
Restricted for endowment	6,459,611	6,395,430
	<u>14,003,299</u>	<u>11,184,165</u>
Commitments (note 15)		
	<u>\$ 136,985,419</u>	<u>\$ 142,674,539</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

\_\_\_\_\_ Chair of the Board of Governors

\_\_\_\_\_ President

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Operations

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Revenue:		
Ministry of Training, Colleges and Universities grants and reimbursements	\$ 50,738,824	\$ 53,028,206
Student tuition	31,347,211	28,266,517
Other (note 9)	15,052,384	14,510,939
Ancillary operations	5,558,358	5,387,485
Amortization of deferred capital contributions (note 5)	4,529,081	4,306,577
	<u>107,225,858</u>	<u>105,499,724</u>
Expenditures:		
Salaries	56,764,180	57,601,617
Benefits	12,388,020	12,410,648
Amortization of capital assets	6,975,547	6,429,000
Contract services and other	6,265,830	6,246,880
Instructional support	5,587,986	7,166,355
Plant and security	3,885,130	3,911,245
Utilities	2,967,561	2,826,190
Bursaries	2,893,807	2,066,930
Telephone, legal and audit	1,520,018	1,311,055
Travel and professional development	1,185,884	1,350,788
Rental and taxes	1,020,519	1,062,102
Advertising	997,240	1,027,176
Other	979,588	767,834
Equipment maintenance	594,044	516,041
Interest on long-term debt	458,051	499,199
	<u>104,483,405</u>	<u>105,193,060</u>
Excess of revenue over expenditures	<u>\$ 2,742,453</u>	<u>\$ 306,664</u>

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Changes in Net Assets

Year ended March 31, 2016, with comparative information for 2015

						2016	2015
	Invested in capital assets (note 8(a))	Internally restricted (note 14)	Restricted for endowment	Unrestricted	Accumulated remeasurement gains (losses)	Total	Total
Net assets, beginning of year	\$ 17,107,658	\$ 2,244,000	\$ 6,395,430	\$ (14,349,423)	\$ (213,500)	\$ 11,184,165	\$ 10,911,877
Excess (deficiency) of revenue over expenditures (note 8(b))	(2,454,523)	—	—	5,196,976	—	2,742,453	306,664
Endowment contributions	—	—	64,181	—	—	64,181	10,124
Net change in investment in capital assets (note 8(b))	2,703,650	—	—	(2,703,650)	—	—	—
Interfund transfer	—	(1,812,000)	—	1,812,000	—	—	—
Remeasurement gains (losses)	—	—	—	—	12,500	12,500	(44,500)
<b>Net assets, end of year</b>	<b>\$ 17,356,785</b>	<b>\$ 432,000</b>	<b>\$ 6,459,611</b>	<b>\$ (10,044,097)</b>	<b>\$ (201,000)</b>	<b>\$ 14,003,299</b>	<b>\$ 11,184,165</b>

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Cash Flows

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenditures	\$ 2,742,453	\$ 306,664
Items not involving cash:		
Amortization of capital assets	6,975,547	6,429,000
Amortization of deferred capital contributions	(4,529,081)	(4,306,577)
Loss (gain) on disposal of capital assets	8,057	(3,501)
Donation of capital assets	(227,493)	(273,253)
	4,969,483	2,152,333
Accruals for post-employment benefits and compensated absences	(45,000)	(17,000)
Change in non-cash operating working capital:		
Ministry of Training, Colleges and Universities receivables	272,422	(170,606)
Accounts receivable	451,184	(23,549)
Inventory and prepaid expenses	74,326	(112,767)
Accounts payable and accrued liabilities	(2,191,430)	(2,022,951)
Accrued payroll and employee benefits	(544,711)	176,423
Ministry of Training, Colleges and Universities grants received in excess of entitlements	(34,453)	(222,066)
Deferred revenue	(1,144,569)	1,393,509
	1,807,252	1,153,326
Capital activities:		
Deferred capital contributions	1,308,511	6,874,756
Purchase of capital assets	(3,086,984)	(12,617,590)
Proceeds on disposal of capital assets	715	3,501
	(1,777,758)	(5,739,333)
Financing activities:		
Deferred contributions, bursaries and other	(313,036)	464,879
Endowment contributions	64,181	10,124
Principal payments on long-term debt	(1,001,985)	(1,201,874)
	(1,250,840)	(726,871)

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Cash Flows (continued)

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Investing activities:		
Invested in short-term investments, net	(1,238,912)	2,481,386
Increase in restricted investments for endowments, bursaries and other	248,855	(475,003)
	(990,057)	2,006,383
Decrease in cash	(2,211,403)	(3,306,495)
Cash, beginning of year	7,182,058	10,488,553
Cash, end of year	\$ 4,970,655	\$ 7,182,058
Supplemental cash flow information:		
Interest paid	\$ 458,051	\$ 499,199
Interest received	90,038	379,343

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Statement of Remeasurement Gains and Losses

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Accumulated remeasurement gains and losses, beginning of year	\$ (213,500)	\$ (169,000)
Unrealized gain (loss) on swap derivatives	12,500	(44,500)
Accumulated remeasurement gains and losses, end of year	\$ (201,000)	\$ (213,500)

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **DRAFT** Notes to Financial Statements

Year ended March 31, 2016

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Sir Sandford Fleming College of Applied Arts and Technology (the "College") was established as a corporation without share capital, as set out in the Ontario Colleges of Applied Arts and Technology Act. The Corporations Act governs the corporate affairs of the College and became effective April 1, 2003. The College is principally involved in providing post-secondary educational services. Under the Income Tax Act (Canada), the College is considered a registered charity and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

### **1. Significant accounting policies:**

#### (a) Basis of accounting:

These financial statements are the representation of management and have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations ("Government NPOs"), including the 4200 Series of Standards, as issued by the Public Sector Accounting Board ("PSAB").

#### (b) Revenue recognition:

The College follows the deferral method of accounting for contributions and other revenues. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases to net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Other revenues are recognized when received or receivable and the amount can be reasonably estimated and collection is assured.

The College defers the portion of the revenue related to the delivery of programs and courses that takes place after March 31.



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 1. Significant accounting policies (continued):

### (c) Library books:

Library book purchases are recorded as an operating expenditure at the time of purchase.

### (d) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expenditures. Betterments which extend the estimated life of an asset are capitalized. Capital assets are amortized on a straight-line basis using the following annual rates:

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Buildings	2-1/2%
Site improvements	10%
Furniture and equipment	20%
Computer equipment	33-1/3%
Residence furniture	6-2/3%
Fibre optic system	5%
Enterprise Resource Planning System	14%
Leasehold improvements	Over term of lease
Sport and Wellness Centre	Over term of the land lease
Sports fields	5%

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Construction in progress is not amortized until the related asset is available for use.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 1. Significant accounting policies (continued):

### (e) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave, non-vesting sick leave and compensated absences. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service lives of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.
- (v) The cost of compensated absences is determined using management's best-estimate of the length of the compensated absences.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 1. Significant accounting policies (continued):

### (f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

#### (i) Fair value:

This category includes derivatives and equity instruments quoted in an active market. The College has elected to continue carrying its bond portfolio that would otherwise be classified into the amortized cost category at fair value as the College reports performance of it on a fair value basis. They are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations for unrestricted financial instruments. Changes in fair value on restricted assets are recognized as a liability until the criteria attached to the restriction has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations for unrestricted investments.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 1. Significant accounting policies (continued):

### (ii) Amortized cost:

This category includes accounts receivable, Ministry of Training, Colleges and Universities ("MTCU") receivables, accounts payable and accrued liabilities, accrued payroll and employee benefits, MTCU grants received in excess of entitlements and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the statement of operations.

### (g) Inventory:

Inventory is valued at the lower of cost, on a first-in, first-out basis, and replacement cost.

### (h) Contaminated sites:

Contaminated sites are defined as the result of contamination being introduced that exceeds an environmental standard.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 1. Significant accounting policies (continued):

(iii) the organization is directly responsible or accepts responsibility for the liability;

(iv) future economic benefits will be given up; and

(v) a reasonable estimate of the liability can be made.

(i) Foreign currency:

Foreign currency transactions are recorded at the exchange rate at the financial statement date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. In the period of settlement, the realized foreign exchange gains and losses are recognized in the statement of operations and the unrealized balances are reversed from the statement of remeasurement gains and losses.

(j) Capital donations:

The College records in-kind capital donations if a charitable tax receipt for income taxes is issued. Other in-kind donations are not recorded in the financial statements.

(k) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the year. These estimates and assumptions are based on management's historical experience, best knowledge of current events and actions that the Board of Governors ("Board") may undertake in the future. Significant accounting estimates include allowance for doubtful accounts, actuarial estimates of post-employment benefits and compensated absences, liability for contaminated sites and estimated useful lives of capital assets. Actual results could differ from those estimates.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 2. Restricted investments for endowments, bursaries and other:

Investments in the amount of \$9,171,628 (2015 - \$9,420,483) are restricted as to use and are not available for general operations. Fair value is described in note 1.

## 3. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value, as shown below:

2016	Fair value	Amortized cost	Total
Cash	\$ 4,970,655	\$ -	\$ 4,970,655
Short-term investments	7,395,967	-	7,395,967
MTCU receivables	-	4,461,405	4,461,405
Accounts receivable	-	3,901,057	3,901,057
Restricted investments for endowments, bursaries and other	9,171,628	-	9,171,628
Accounts payable and accrued liabilities	-	(7,457,121)	(7,457,121)
Accrued payroll and employee benefits	-	(10,936,461)	(10,936,461)
MTCU grants received in excess of entitlements	-	(570,746)	(570,746)
Long-term debt	-	(13,005,300)	(13,005,300)
Deferred derivative liability	(201,000)	-	(201,000)
	\$ 21,337,250	\$ (23,607,166)	\$ (2,269,916)

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

### 3. Financial instrument classification (continued):

2015	Fair value	Amortized cost	Total
Cash	\$ 7,182,058	\$ –	\$ 7,182,058
Short-term investments	6,157,055	–	6,157,055
MTCU receivables	–	4,733,827	4,733,827
Accounts receivable	–	4,352,241	4,352,241
Restricted investments for endowments, bursaries and other	9,420,483	–	9,420,483
Accounts payable and accrued liabilities	–	(9,648,551)	(9,648,551)
Accrued payroll and employee benefits	–	(11,481,172)	(11,481,172)
MTCU grants received in excess of entitlements	–	(605,199)	(605,199)
Long-term debt	–	(14,007,285)	(14,007,285)
Deferred derivative liability	(213,500)	–	(213,500)
	\$ 22,546,096	\$ (26,656,139)	\$ (4,110,043)

Short-term investments and restricted investments for endowment, bursaries and other consist of equity instruments in Canadian public companies, government and corporate bonds and guaranteed investment certificates.

	Level	2016	2015
Money market	1	\$ 323,882	\$ 169,132
Fixed income	1	14,113,018	13,239,082
Canadian equity	1	2,130,695	2,169,324
		\$ 16,567,595	\$ 15,577,538

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

### 3. Financial instrument classification (continued):

Maturity profile of bonds held is as follows:

2016	Within 1 year	2 - 5 years	6 - 10 years	Over 10 years	Total
Carrying value	\$ 40,646	\$ 1,367,128	\$ 400,720	\$ 21,284	\$ 1,829,778
Percentage of total	2	75	22	1	100

2015	Within 1 year	2 - 5 years	6 - 10 years	Over 10 years	Total
Carrying value	\$ 246,954	\$ 1,182,377	\$ 770,003	\$ -	\$ 2,199,334
Percentage of total	11	54	35	-	100

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3 based on the degree to which the fair value is observable:

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

### 3. Financial instrument classification (continued):

All cash, short-term investments and restricted investments for endowments, bursaries and other are classified as Level 1 financial instruments. The deferred derivative liability is classified as a Level 3 financial instrument.

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2016 and 2015. There were also no transfers in or out of Level 3. For a sensitivity analysis of financial instruments recognized in Level 3 see note 10 - interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

### 4. Capital assets:

			2016	2015
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 2,479,937	\$ -	\$ 2,479,937	\$ 2,479,937
Buildings	137,983,091	47,047,086	90,936,005	93,114,415
Site improvements	5,018,911	3,474,486	1,544,425	1,679,449
Furniture and equipment	24,892,602	20,350,983	4,541,619	5,229,088
Computer equipment	8,467,558	7,006,389	1,461,169	1,708,815
Residence furniture	1,086,301	1,054,028	32,273	104,693
Fibre optic system	1,560,459	892,740	667,719	745,742
Enterprise Resource Planning System	4,014,447	3,890,359	124,088	115,450
Leasehold improvements	654,285	641,172	13,113	107,595
Sport and Wellness Centre	2,470,079	533,348	1,936,731	1,986,181
Sports fields	2,711,111	336,312	2,374,799	2,510,355
	\$ 191,338,781	\$ 85,226,903	\$ 106,111,878	\$ 109,781,720

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 4. Capital assets (continued):

The total capital asset additions purchased and donated during the year was \$3,314,477 (2015 - \$12,890,843). MTCU contributed \$483,151 (2015 - \$8,101,866), other provincial funding \$26,976 (2015 - \$71,683), the federal government \$212,280 (2015 - \$138,222), municipal governments \$486,137 (2015 - \$445,711), private companies \$227,494 (2015 - \$273,253), fundraising \$176,059 (2015 - \$446,135), Student Associations nil (2015 - \$93,859) and internal funds \$1,702,380 (2015 - \$3,320,114).

Included in buildings, site improvements and Enterprise Resource Planning System is capital in progress in the amount of \$30,150 (2015 - \$162,758), \$95,654 (2015 - \$96,820) and \$95,396 (2015 - \$81,086), respectively.

## 5. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balance are as follows:

	2016	2015
Balance, beginning of year	\$ 79,633,805	\$ 77,065,626
Less amounts amortized to revenue	4,529,081	4,306,577
	<u>75,104,724</u>	<u>72,759,049</u>
Contributions received for capital purposes	1,308,511	6,874,756
Balance, end of year	<u>\$ 76,413,235</u>	<u>\$ 79,633,805</u>

As at March 31, 2016, there was \$663,442 (2015 - \$967,028) of deferred capital contributions received that were not spent.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

**6. Long-term debt:**

	2016	2015
Lindsay Student Residence loan, payable \$26,701 monthly, including interest at 4.514%, due June 2015, secured by specific property	\$ —	\$ 79,503
Less principal repayments due within one year	—	79,503
	—	—
Brealey Student residence loan, payable \$630,940 semi-annually, including interest at 3.218%, due July 2027, secured by specific property	12,049,300	12,902,782
Less principal repayments due within one year	881,167	853,482
	11,168,133	12,049,300
The Peterborough Sport and Wellness Centre loan payable, secured by specific property	956,000	1,025,000
Less principal repayments due within one year	73,000	69,000
	883,000	956,000
	\$ 12,051,133	\$ 13,005,300

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 6. Long-term debt (continued):

The College has entered into an interest swap for The Peterborough Sport and Wellness Centre. The fair value of the interest rate swap has been recorded as a deferred derivative liability.

The fair value of the interest rate swap has been determined using Level 3 of the fair value hierarchy. The fair value of the interest rate swap is based on broker quotes. These quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date.

The Peterborough Sport and Wellness Centre swap has a notional value of \$1,500,000, whereby that portion of the loan payable is fixed at 5.49%, inclusive of the stamping fee. Principal repayments are due quarterly with the swap agreement expiring on June 13, 2026. The fair value of the swap liability is \$201,000 (2015 - \$213,500).

The principal repayments due on long-term debt in the next five years and thereafter are as follows:

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2017	\$ 954,167
2018	985,751
2019	1,020,263
2020	1,054,731
2021	1,090,188
Thereafter	7,900,200
	<hr/>
	\$ 13,005,300

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# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 7. Post-employment benefits and compensated absences liability:

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses:

					2016	2015
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Compensated absences	Total liability	Total liability
Accrued employee future benefits obligations	\$ 782,000	\$ 2,229,000	\$ 276,000	\$ 342,000	\$ 3,629,000	\$ 3,668,000
Value of plan assets	(136,000)	–	–	–	(136,000)	(140,000)
Unamortized actuarial gains	73,000	586,000	81,000	–	740,000	750,000
	<b>\$ 719,000</b>	<b>\$ 2,815,000</b>	<b>\$ 357,000</b>	<b>\$ 342,000</b>	<b>\$ 4,233,000</b>	<b>\$ 4,278,000</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

**7. Post-employment benefits and compensated absences liability (continued):**

					2016	2015
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Compensated absences	Total expense	Total expense
Current year benefit costs	\$ (18,000)	\$ 147,000	\$ 12,000	\$ 342,000	\$ 483,000	\$ 473,000
Interest on accrued benefit obligation	1,000	37,000	5,000	–	43,000	70,000
Amortized actuarial gains (losses)	(7,000)	(48,000)	21,000	–	(34,000)	(53,000)
	\$ (24,000)	\$ 136,000	\$ 38,000	\$ 342,000	\$ 492,000	\$ 490,000

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 7. Post-employment benefits and compensated absences liability (continued):

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below:

### (a) Retirement benefits:

Employees of the College are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly sponsored defined benefit plan for eligible employees of the Colleges of Applied Arts and Technology and related employers in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2016 indicated an actuarial surplus of \$1,179,000,000. The College made contributions to the Plan of \$5,830,490 (2015 - \$5,846,076), which has been included in the statement of operations.

The College makes contributions to the Retirement Compensation Arrangement ("RCA") triple the qualifying employee contributions. In 2016, the College's contributions to RCA amounted to \$82,418 (2015 - \$82,627), and has been included in the statement of operations.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 7. Post-employment benefits and compensated absences liability (continued):

### (b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

#### (i) Discount rate:

The present value as at March 31, 2016, of the future benefits was determined using a discount rate of 1.70% (2015 - 1.60%).

#### (ii) Drug costs:

Drug costs were assumed to increase at a 8.50% rate for 2016 (2015 - 9.0%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2016 (2015 - 4.0% in 2034).

#### (iii) Hospital and other medical:

Hospital and other medical costs were assumed to increase at 4.0% per annum (2015 - 4.0%).

Medical premium increases were assumed to increase at 7.15% per annum in 2016 (2015 - 7.5%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2016 (2015 - 4.0% in 2034).

#### (iv) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2016 (2015 - 4.0%).



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 7. Post-employment benefits and compensated absences liability (continued):

### (c) Compensated absences:

#### (i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

#### (ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2016	2015
Wage and salary escalation	0.50% - 1.80%	0.50% - 1.50%
Discount rate	1.70%	1.60%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 24.0% and nil to 44.3 days, respectively, for age groups ranging from 20 and under to 65 and over in bands of five years.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 8. Net assets invested in capital assets:

(a) Net assets invested in capital assets represent the following:

	2016	2015
Capital assets, at cost (note 4)	\$ 191,338,781	\$ 188,546,465
Accumulated amortization (note 4)	(85,226,903)	(78,764,745)
Long-term debt:		
Long-term portion (note 6)	(12,051,133)	(13,005,300)
Current portion (note 6)	(954,167)	(1,001,985)
Deferred contributions related to capital assets (note 5)	(75,749,793)	(78,666,777)
<b>Balance, end of year</b>	<b>\$ 17,356,785</b>	<b>\$ 17,107,658</b>

(b) The change in net assets invested in capital assets is calculated as follows:

	2016	2015
Excess (deficiency) of revenue over expenditures:		
Amortization of deferred capital contributions	\$ 4,529,081	\$ 4,306,577
Amortization of capital assets	(6,975,547)	(6,429,000)
Gain (loss) on disposal of capital assets	(8,057)	3,501
	<b>\$ (2,454,523)</b>	<b>\$ (2,118,922)</b>
Net change in investment in capital assets:		
Donated and purchased capital assets	\$ 3,314,477	\$ 12,890,843
Amounts funded by deferred capital contributions	(1,612,097)	(9,570,729)
Repayment of debt	1,001,985	1,201,874
Proceeds on disposal	(715)	(3,501)
	<b>\$ 2,703,650</b>	<b>\$ 4,518,487</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 9. Investment income:

Investment income earned comprises:

	2016	2015
Unrestricted resources	\$ 120,205	\$ 166,922
Endowment and restricted funds	(30,167)	212,421
	<u>\$ 90,038</u>	<u>\$ 379,343</u>

## 10. Financial instrument and risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$200,000 (2015 - \$200,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio, including portfolio composition, issuer type, bond quality, aggregate issuer, corporate sector and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in government bonds, bank listed as schedule I or II or a branch in Canada of an authorized foreign bank under the Bank Act. Externally restricted and endowment funds, which are generally money and donations for scholarships and bursaries, can be invested in corporate bonds with a credit rating of A(R-1) or better. All other College funds are restricted to corporate bonds with a rating of AAA.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 10. Financial instrument and risk management (continued):

The maximum exposure to investment credit risk is outlined in note 3.

Student receivables are ultimately due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The maximum exposure to credit risk of the College at March 31, 2016 is the carrying value of these assets.

	2016	2015
MTCU receivables	\$ 4,461,405	\$ 4,733,827
Student receivables	401,288	372,072
Other receivables	3,770,769	4,120,169
	8,633,462	9,226,068
Less allowance for doubtful accounts	271,000	140,000
	\$ 8,362,462	\$ 9,086,068

Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to credit risk or policies, procedures and methods used to measure the risk.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 10. Financial instrument and risk management (continued):

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's application is monitored by management, the investment managers and the Board. Diversification techniques are utilized to minimize risk. The policy sets limits and the maximum amount allowable per investment grade non-government fixed income issue at the greater of 15% of the total portfolio or 20% of the fixed income portfolio.

There have been no significant changes from the previous year in the exposure to market risk or policies, procedures and methods used to measure the risk.

### (i) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange rates when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 10. Financial instrument and risk management (continued):

### (ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest-bearing investments and long-term debt.

The College mitigates interest rate risk on its long-term debt through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 6). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 1.10% to 4.27% (2015 - 1.25% to 4.27%) with maturities ranging from April 8, 2016 to November 27, 2022 (2015 - April 8, 2015 to September 8, 2023).

At March 31, 2016, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds and the interest rate swap of \$36,000 and \$57,000, respectively. The College's long-term debt, as described in note 6, would not be impacted as the inherent variable rate of the debt has been fixed with the use of the aforementioned derivative interest rate swap.

There have been no significant changes from the previous year in the exposure to interest rate risk or policies, procedures and methods used to measure the risk.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 10. Financial instrument and risk management (continued):

### (iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2016, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$213,100 (2015 - \$216,900).

### (c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash flows of financial liabilities):

	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years
Accounts payable and accrued liabilities	\$ 5,272,601	\$ 2,184,518	\$ -	\$ -
Accrued payroll and employee benefits	10,284,132	25,000	627,329	-
Long-term debt	473,067	481,100	4,150,933	7,900,200

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

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## 10. Financial instrument and risk management (continued):

Derivative financial liabilities mature as described in note 6.

There have been no significant changes from the previous year in the exposure to liquidity risk or policies, procedures and methods used to measure the risk.

## 11. Ontario Student Opportunity Trust Funds:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund Phase 1 and Phase 2 ("OSOTF") matching program to award student aid as a result of raising an equal amount of endowed donations.

The College has recorded the following amounts under the OSOTF programs:

### (a) OSOTF - Phase 1:

Schedule of changes in endowment fund balance:

	2016	2015
Fund balance, beginning of year	\$ 1,418,311	\$ 1,418,273
Preservation of capital	37	38
Fund balance, end of year	\$ 1,418,348	\$ 1,418,311



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 11. Ontario Student Opportunity Trust Funds (continued):

Schedule of changes in expendable funds available for awards:

	2016		2015	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 320,763	\$ 232,899	\$ 336,283	\$ 246,460
Realized investment income (loss), net of direct investment-related expenses and preservation of capital contributions	(12,411)	33,897	42,315	44,274
Bursaries awarded (2016 - 80; 2015 - 73)	(61,355)	(61,355)	(57,835)	(57,835)
<b>Balance, end of year</b>	<b>\$ 246,997</b>	<b>\$ 205,441</b>	<b>\$ 320,763</b>	<b>\$ 232,899</b>

### (b) OSOTF - Phase 2:

Schedule of changes in endowment fund balance:

	2016	2015
Fund balance, beginning of year	\$ 473,523	\$ 473,449
Preservation of capital	73	74
<b>Fund balance, end of year</b>	<b>\$ 473,596</b>	<b>\$ 473,523</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 11. Ontario Student Opportunity Trust Funds (continued):

Schedule of changes in expendable funds available for awards:

	2016		2015	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 82,513	\$ 59,484	\$ 85,250	\$ 62,282
Realized investment income (loss), net of direct investment-related expenses and preservation of capital contributions	(2,330)	10,434	12,983	12,922
Bursaries awarded (2016 -12; 2015 - 10)	(14,590)	(14,590)	(15,720)	(15,720)
<b>Balance, end of year</b>	<b>\$ 65,593</b>	<b>\$ 55,328</b>	<b>\$ 82,513</b>	<b>\$ 59,484</b>

## 12. Ontario Trust for Student Support:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Trust for Student Support matching program to award student aid.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 12. Ontario Trust for Student Support (continued):

Schedule of changes in endowment fund balances during the year:

	2016	2015
Fund balance, beginning of year	\$ 3,813,016	\$ 3,813,001
Preservation of capital	16	15
<b>Fund balance, end of year</b>	<b>\$ 3,813,032</b>	<b>\$ 3,813,016</b>

Schedule of changes in expendable funds available for awards:

	2016		2015	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 475,612	\$ 265,900	\$ 474,952	\$ 257,196
Realized investment income (loss), net of direct investment-related expenses and preservation of capital contributions	(26,149)	82,697	106,057	114,101
Bursaries awarded (2016 - 149; 2015 - 143)	(108,866)	(108,866)	(105,397)	(105,397)
<b>Balance, end of year</b>	<b>\$ 340,597</b>	<b>\$ 239,731</b>	<b>\$ 475,612</b>	<b>\$ 265,900</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

## 13. Fleming College Foundation:

Fleming College Foundation (the "Foundation") was established to raise funds for the use of the College. The Foundation was incorporated under the Ontario Corporations Act and is a registered charity under the Income Tax Act (Canada).

As defined by Chartered Professional Accountants of Canada PSAB accounting recommendations for Government NPOs, the College controls the Foundation operations, in that they have common board members controlling both entities. The majority of fundraising has been carried out by the College since April 1, 2011.

The Foundation's financial statements have not been consolidated in the College's financial statements. Separate financial statements of the Foundation are available upon request.

Financial summaries of the Foundation as at and for the year ended March 31 are as follows:

	2016	2015
<b>Financial position</b>		
Total assets	\$ 5,405	\$ 5,405
Total liabilities	5,405	5,405
<b>Fund balances</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Results of operations</b>		
Total revenue	\$ 28,718	\$ 23,138
Total expenses	5,405	5,353
Transfers to Fleming College	23,313	17,785
<b>Excess of expenditures over revenue</b>	<b>\$ -</b>	<b>\$ -</b>

The net resources of the Foundation amount to nil (2015 - nil).

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2016

**14. Internally restricted net assets:**

	2016	2015
Residence and other direct student services	\$ 412,000	\$ 2,234,000
Sportfield Capital Reserve Fund	20,000	10,000

Internally restricted net assets represent funds restricted by Board motion for the purpose of residence and other direct student services, as well as, capital repairs and improvements to the sports field complex. Board approval is required for expenditures.

On May 25, 2016, the Board approved a transfer of \$1,822,000 from internally restricted to unrestricted net assets for the purpose of residence and other direct student services. The balance now represents funds available for future reinvestment.

A further transfer of \$10,000 from unrestricted to internally restricted net assets was approved for the purpose of capital repairs and improvements to the sports field complex.

**15. Commitments:**

The College is committed to the following operating lease payments in each of the following years:

2017	\$ 470,270
2018	253,748
2019	155,669
2020	85,173
2021	51,242

# SIR SANDFORD FLEMING COLLEGE

## FINANCIAL STATEMENTS – 2015/16

### REPORT OF

### VICE-PRESIDENT FINANCE AND ADMINISTRATION

#### A. STATEMENT OF FINANCIAL POSITION

##### Introduction

A summary of the significant accounting policies and reporting practices followed by the College are outlined in the Notes to the Financial Statements.

The Financial Statements include net assets of \$ 14.0 million as at March 31, 2016 and include the prior year's financial results.

The following highlights describe the changes during the 2015/16 fiscal year.

**Cash** has decreased by \$ 2.2 million as outlined in the Statements of Cash Flows.

Operating activities include an excess of revenue over expenditures of \$ 2.7 million. When combined with items not involving cash and changes in non-cash operating working capital, cash has increased by \$ 1.8 million.

Capital activities utilized \$ 1.8 million as capital purchases exceeded contributions received during the year.

Financing activities have utilized \$ 1.3 million mainly due to the repayment of long-term debt.

Investing activities resulted in a decrease in cash of \$ 1.0 million due to more funds being held in short-term investments.

Cash is invested in accordance with the Ministry of Training, Colleges and Universities' (MTCU) Banking, Investments and Borrowing Binding Policy directive.

**MTCU receivables:** The outstanding balance of \$ 4.5 million is due from MTCU. Of this total, \$ 3.9 million relates to the BScN Operating Grant, \$ .4 million to the Second Career Grant and \$.2 to other grant funding.

**Capital assets:** Details of the classification of capital assets held are provided in Note 4 to the Financial Statements. The net book value has decreased, as compared to the prior year, by approximately \$ 3.7 million. During the fiscal year, capital investments totalled \$ 3.3 million and related to the following activities; academic (\$ .8 million), facilities (\$ .6), residence (\$ .6 million), information technology (\$ .5 million), Centre for Alternative Wastewater Treatment (\$ .4 million), parking (\$ .3 million) and KTTC (\$ .1 million).

**Accounts payable:** The accounts payable have decreased by \$ 2.2 million, which is mainly related to the timing of the payment to Trent University for the BScN joint program (\$ 1.2 million), the completion of the KTTC and the release of holdbacks (\$ .9 million).

**MTCU grants received in excess of entitlements:** The outstanding balance of \$ .6 million represents funds received from MTCU that had not been earned at March 31, 2016. The Second Career Grant, which offsets the MTCU receivable above amounts to \$ .3 million with the balance comprised of various other grants.

**Deferred revenue:** The deferred revenue has decreased by about \$ 1.1 million, mainly due to the change in tuition policy and the payment due dates. The Spring 2016 term tuition is due April as compared to the prior year when spring term fees were due prior to year end.

**Long-term debt:** Details of the long-term debt are outlined in the Note 6 to the Financial Statements. The net principal repayments during the year totalled \$ 1.0 million and the Lindsay Student Residence Loan was paid in full.

**Deferred capital contributions:** Deferred capital contribution (DCC) changes are outlined in Note 5 to the Financial Statements. The decrease of \$ 3.2 million is the net of additional funding received during the year of \$ 1.3 million and \$ 4.5 million of earned amortization. The total funding spent during the year was \$ 1.0 million, which offset capital purchases related to the following activities; academic (\$ .3 million), facilities (\$ .2 million), CAWT (\$ .4 million), and KTTC (\$ .1 million). As well, prior year KTTC expenditures were offset by capital contributions of \$ .6 million received in the current year.

**Net assets:** Net assets have increased by \$ 2.8 million as outlined on the Statement of Changes in Net Assets. The excess of revenue over expenditures total \$ 2.742 million which includes \$ 399,302 and \$41,013 in surplus generated by the residence and parking operations respectively. Endowment contributions and derivative liability market changes have resulted in direct increases in net assets of \$64,181 and \$12,500 respectively.

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending March 31, 2016**



	Current Year				Notes	Actual Prior Year
	Actual To 31-Mar-2016	Budget Current Year	Variance \$	Variance %		
<b>Revenue</b>						
Grants and Reimbursements	(46,209,940.04)	(45,957,693.00)	(252,247.04)	0.5%	1	(46,371,578.17)
Student Tuition Fees	(28,719,158.14)	(28,206,781.00)	(512,377.14)	1.8%	2	(26,355,182.34)
Contract Training	(1,014,241.63)	(1,318,483.00)	304,241.37	-23.1%	3	(967,802.60)
Other Income						
Other Income	(7,039,944.82)	(6,254,775.00)	(785,169.82)	12.6%	4	(7,057,685.69)
Ancillary Fees	(4,257,864.11)	(4,235,575.00)	(22,289.11)	0.5%		(4,251,348.46)
<b>Total Other Income</b>	<b>(11,297,808.93)</b>	<b>(10,490,350.00)</b>	<b>(807,458.93)</b>	<b>7.7%</b>		<b>(11,309,034.15)</b>
Amortization of Deferred Capital Contributions	(4,529,080.97)	(4,497,000.00)	(32,080.97)	0.7%		(4,306,576.81)
<b>Total Operating Revenues</b>	<b>(91,770,229.71)</b>	<b>(90,470,307.00)</b>	<b>(1,299,922.71)</b>	<b>1.4%</b>		<b>(89,310,174.07)</b>
Skills Programs	(3,926,278.80)	(3,678,690.00)	(247,588.80)	6.7%	5	(3,653,155.88)
Tuition Holdback Bursaries	(2,628,052.55)	(2,549,083.00)	(78,969.55)	3.1%		(1,911,335.13)
Ministry Bursaries	(707,065.84)	(257,400.00)	(449,665.84)	174.7%	6	(645,630.91)
Special Projects	(2,184,182.00)	(2,141,556.00)	(42,626.00)	2.0%		(2,428,501.07)
Facilities Renewal and Renovation Projects	(447,959.63)	(495,363.00)	47,403.37	-9.6%		(2,164,049.77)
Ancillary Operations	(5,562,089.55)	(5,323,806.00)	(238,283.55)	4.5%		(5,386,876.75)
<b>Total Revenue</b>	<b>\$ (107,225,858.08)</b>	<b>\$ (104,916,205.00)</b>	<b>(2,309,653.08)</b>	<b>2.2%</b>		<b>\$ (105,499,723.58)</b>



**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending March 31, 2016**



	Current Year				Notes	Actual Prior Year
	Actual To 31-Mar-2016	Budget Current Year	Variance \$	Variance %		
<b>Expenditures</b>						
<b>Salaries and Benefits</b>						
Salaries, Full Time	40,459,236.83	40,281,624.00	177,612.83	0.4%		40,332,126.85
Salaries, Part Time	11,635,735.90	12,376,186.00	(740,450.10)	-6.0%		12,457,716.79
Benefits	11,444,043.86	11,517,720.00	(73,676.14)	-0.6%		11,412,192.33
<b>Total Salaries and Benefits</b>	<b>63,539,016.59</b>	<b>64,175,530.00</b>	<b>(636,513.41)</b>	<b>-1.0%</b>	7	<b>64,202,035.97</b>
<b>Non-Salary Expenses</b>						
Instructional Support Costs	4,605,501.67	4,731,184.00	(125,682.33)	-2.7%	8	4,858,331.78
Travel and Professional Development	1,030,697.47	1,210,805.00	(180,107.53)	-14.9%	9	1,147,527.25
Advertising	945,240.48	972,922.00	(27,681.52)	-2.8%		957,457.43
Telephone, Audit, Legal & Insurance	1,313,375.93	1,354,007.00	(40,631.07)	-3.0%		1,119,333.86
Equipment Maintenance	412,522.42	461,370.00	(48,847.58)	-10.6%	10	426,569.59
Plant and Security	2,379,649.19	2,283,756.00	95,893.19	4.2%		2,516,955.42
Rentals and Taxes	830,415.90	885,598.00	(55,182.10)	-6.2%		881,713.51
Utilities	2,541,405.82	2,645,558.00	(104,152.19)	-3.9%	11	2,401,449.34
Contract Services Trent	1,931,442.19	1,806,091.00	125,351.19	6.9%	12	1,828,938.24
Services & Other	3,339,235.50	3,126,981.00	212,254.50	6.8%	13	3,253,321.39
Long Term Debt Interest	54,854.13	54,841.00	13.13	0.0%		58,390.75
Amortization of Capital Assets	6,103,770.27	6,087,152.00	16,618.27	0.3%		5,623,433.82
<b>Total Non-Salary Expenses</b>	<b>25,488,110.97</b>	<b>25,620,265.00</b>	<b>(132,154.04)</b>	<b>-0.5%</b>		<b>25,073,422.38</b>
<b>Total Operating Expenditures</b>	<b>89,027,127.56</b>	<b>89,795,795.00</b>	<b>(768,667.45)</b>	<b>-0.9%</b>		<b>89,275,458.35</b>
<b>Investments</b>						
Skills Programs	440,964.14	114,525.00	326,439.14	285.0%	14	279,971.79
Tuition Holdback Bursaries	3,926,278.80	3,678,690.00	247,588.80	6.7%	5	3,433,195.16
Ministry Bursaries	2,628,052.55	2,549,083.00	78,969.55	3.1%		1,911,335.13
Special Projects	707,065.84	257,400.00	449,665.84	174.7%	6	645,630.91
Facilities Renewal and Renovation Projects	2,184,182.00	2,141,557.00	42,625.00	2.0%		2,428,501.07
Ancillary Operations	447,959.63	495,363.00	(47,403.37)	-9.6%		2,164,049.77
	5,121,774.78	5,116,287.00	5,487.78	0.1%		5,054,917.25
<b>Total Expenditures</b>	<b>\$ 104,483,405.30</b>	<b>\$ 104,148,700.00</b>	<b>334,705.29</b>	<b>0.3%</b>		<b>\$ 105,193,059.43</b>
<b>Net</b>	<b>\$ (2,742,452.78)</b>	<b>\$ (767,505.00)</b>	<b>(1,974,947.78)</b>			<b>\$ (306,664.15)</b>

## **B. SUMMARY OF REVENUE AND EXPENDITURE VARIANCES**

The purpose of the following commentary is to provide explanations for significant variances (variance > \$0.1 million or 10%) when comparing the actual financial results for the year ended March 31, 2016 to the Budget Update as disclosed through The Statement of Revenue and Expenditures.

1. **Grants:** Actual Grant revenues for 2015/2016 increased by \$0.252 million (0.5%). This is primarily due to increased enrolment in the Bachelor of Science Nursing program run collaboratively with Trent University.
2. **Student Tuition Fees:** The College had a successful year with enrolment, resulting in an increase in international enrolments and online training activity. Student tuition revenue exceeded budget by \$0.510 million (1.8%).
3. **Contract Training:** Revenues are under budget by \$0.304 million (23.1%), as one significant contract was deferred to 2016/2017.
4. **Other Income:** A significant increase in other income of \$0.785 million (7.7%) comes from a variety of sources. Related to the growth in enrolment activity, revenues increased in bookstore commissions (\$90,000), sales of course products (\$36,000), student supply fees (\$90,000) and health fees (\$71,000). The increase in international activity also generated an increase in visa denials and withdrawal fees of \$0.2 million. Additional revenue of \$0.3 million resulted from the reimbursement of operating costs as negotiated throughout the year with various suppliers and/or partnering agencies (eg: Trent University, Ontario Ministry of Health and Long Term Care).
5. **Skills Programs:** New skills program grants including 'Career Focus Peterborough' were added during the year.
6. **Ministry Bursaries:** Bursaries are not all known at time of budget preparation and thus are traditionally under budgeted. This poses no risk to the College budget as all Bursaries are a direct flow through.
7. **Salaries and Benefits:** Salaries and Benefits were under spent by \$0.6 million (1%) of the salary and benefit budget. Full time salary was overspent by \$0.178 million (0.4%) due to overtime and additional vacation payout on retirements. Part time salary decreases of \$0.740 million (6%) were generated across all divisions due to efforts to contain and reduce part time faculty and support costs as a budget management strategy.
8. **Instructional Support Costs:** As a result of budget management strategies, purchases of discretionary items such as office supplies, small items furniture and IT equipment were scaled back (\$60,000). Postage and courier services expenditures were also under budget (\$65,000).

9. **Travel and Professional Development:** The decrease in these discretionary expenditures of \$0.18 million (14.9%) occurred as a result of budget management strategies across all divisions.
10. **Equipment Maintenance:** The decrease in equipment maintenance of \$ 0.049 million (10.6%) primarily resulted from the Frost School of Environmental and Natural Resources budget, where new/upgraded assets provided in the capital plan for the year resulted in less breakage of older assets.
11. **Utilities:** Overall, utilities costs were under budget by \$0.104 million (3.9%). Electricity costs were higher than anticipated (\$110,000) however, with a warm winter, fossil fuels for heating and snow removal had significant savings (\$180,000). In addition, efforts to save on water consumption resulted in further savings (\$30,000).
12. **Contract Services Trent University:** Funds owed to Trent were increased upon reconciliation with Trent's accounts, along with the increased enrolment and grant revenues in the program.
13. **Services & Other:** The increase in services and other expenditures of \$0.212 million (6.8%) is an accumulation of a variety of accounts including a bad debt allowance offsetting a receivable from a contractor in dispute (\$85,000), increases in contract teaching expenditures from the increase in Ontario Learn (on-line) activity (\$77,000), and various other small amounts in memberships, professional dues and international recruiting agent commission payments.
14. **Investments:** In anticipation of the favourable status of the year-end fiscal position, College Administration developed a year-end investment strategy to target increased spending on purchases of small furniture and equipment that had been planned for next year, including equipment for the launch of new programs and the planned additional KTTC classrooms, as well as computers to refresh aging student labs.

## BOARD BRIEFING REPORT

**SUBJECT: Internally Restricted Net Assets**

**Submission to: Public Board Meeting**

**Meeting Date: May 25, 2016**

**Agenda Item 5.2**

**Requested Action: Decision / Approval**

*(Risk Assessment applicable for decision items)*

### **CONTEXT / PURPOSE** *(brief statement of the issue or request)*

The Statement of Financial Position as well as the Statement of Operations is comprised of the College's general operations as well as its ancillary operations. A portion of the ancillary operations is included in internally restricted net assets, which requires Board of Governors approval to increase or decrease. The Sports Field Complex agreement between the City of Peterborough and the College requires annual contributions to a reserve fund for future capital repairs and improvements, which is also included in internally restricted net assets.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

As at March 31, 2015, the internally restricted net assets included \$2,234,000, representing the cumulative residence surplus from prior years, as well as \$10,000 representing the Sports Field Complex reserve. Historically, any cumulative excess of revenue over expenditures generated by the residence as an ancillary operation, have been restricted for use towards future residence or other direct student services.

Please refer to the 2015-2016 Financial Statements, draft 2, dated May 12, 2016 provided as an attachment to Agenda Item 5.1, Audited Financial Statements.

**Attachments:** N/A

### **Analysis**

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

The decision on the amount to be internally restricted for the residence operations is an internal College decision and is not driven by accounting standards.

The methodology used to calculate the amount to transfer to internally restricted net assets has historically been the cumulative net residence surplus since 1993/94, when the Frost residence was first constructed. This method of restricting funds for the residence does not take into consideration the College funds invested in residence capital (calculated as net book value of residence capital less residence mortgage balances). At March 31, 2016, the cumulative net residence surplus has increased to \$2.9 million, while the College funds invested in residence capital are \$2.5 million. The reasons for the significant increases can be attributed to two factors: the aging buildings which have resulted in more capital repairs in recent years, and the increase in annual principal repayments as the mortgage debt balances decrease.

As these amounts have grown to become more significant each year (with the net book value of residence capital less debt increasing by \$.7 million in the 2015-2016 fiscal year alone), Administration has re-examined the current methodology. The Internally restricted net assets, as noted above, ignore the impact of the residences' spending of capital funds, and the only impact is the annual amortization (which on a building repair is amortized at only 2.5% of the expenditure annually). The recommendation is to change the calculation of residence internally restricted net assets to the net of the cumulative net residence surplus of \$2.9 million less the College funds invested in residence capital of \$2.5 million, this would result in a balance of residence internally

restricted of \$412,000. The direct offset to this change would be an increase in the College's 'unrestricted' operating net assets of \$1,822,000. This presentation provides more relevant information as it truly reflects the funds that are available for future investment for the purpose of residence and other direct student services.

The Sports Field Complex became operational during the 2014-2015 fiscal year and, as part of the agreement with the City of Peterborough, a minimum of \$10,000 per year is to be restricted by both parties for future capital repairs and improvements. The College's first \$10,000 contribution was internally restricted in 2014-2015 and an additional \$10,000 is to be restricted in 2015-2016. The City of Peterborough's contribution is in the liabilities at March 31, 2016 and will be transferred to revenue when future expenses are incurred.

### Assessment of Potential Risk

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
The reserves will not be sufficient to cover future capital repairs and improvements of the Sports Field Complex	Low	Low

*Additional risks may be identified here: N/A*

### Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:

The Sports Fields are less than two years old and with both the City and College contributions to March 31, 2016, a total of \$40,000 will be set aside for future costs. In the early years of the Agreement, the risk of repairs is low, making the reserve reasonable at this point in time.

The Agreement sets out \$10,000 as the minimum annual contribution, but the Agreement allows the joint committee to increase the annual contributions in the future if necessary. The reserve will be monitored in relation to the condition of the Sports Field Complex on an ongoing basis to avoid a large expense in any one fiscal year.

### Questions for consideration as part of the Board discussion:

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

### Implementation Strategy

*Identify any matters to be addressed or steps to be taken in order to implement the recommendation.*

Approval of the audited financial statement will include Internally Restricted Net Assets of \$432,000 as at March 31, 2016

### CONCLUSION / RECOMMENDATION

**THAT the Board of Governors of Sir Sandford Fleming College reduce Internally Restricted Net Assets by \$1,822,000 for the purposes of residence and other direct student services AND increase Internally Restricted Net Assets by \$10,000 for the purpose of future Sports Field Complex capital repairs and improvements.**

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Sue Sanders, Director Finance

**BOARD BRIEFING REPORT****SUBJECT: Fleming College 2015-2016 Annual Report****Submission to: Public Board Meeting****Meeting Date: May 25, 2016****Agenda Item 5.3****Requested Action: Decision / Approval***(Risk Assessment applicable for decision items)***CONTEXT / PURPOSE** *(brief statement of the issue or request)*

To present the 2015-2016 Annual Report to the Board of Governors for review and approval.

**BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

Section 4 of the Ontario Colleges of Applied Arts and Technology Act, 2002 authorizes the Minister of Training, Colleges and Universities to issue binding policy directives to colleges. Pursuant to that authority, the Minister issued a Binding Policy Directive on Governance and Accountability. Section 8 of O.Reg. 34/03 made under the OCAAT Act requires each college to prepare an annual report, make it available to the public, and submit the report to the Minister. The Directive requires the annual report to be prepared in accordance with the Annual Report Operating Procedure, which forms part of the Binding Policy Directive.

In addition to what is required, the College, as part of effective project management and continuous improvement, completes a summary each year of how well we have accomplished our objectives and where we need to improve.

**Attachments:**

- Fleming College 2015-2016 Draft Annual Report

**Analysis**

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

The College has successfully achieved the majority of the objectives established in the 2015-2016 Business Plan. We enjoyed a number of student-focused and general College accomplishments which ranged from new programs to signing of the Indigenous Education Protocol, achieving a "surplus" budget, to creating an employee engagement action plan. Our accomplishments were varied and placed us in a good position to create our next business plan.

The Annual Report was reviewed by the Executive Leaders Team. Once approved by the Board of Governors, the Annual Report, along with the audited financial statements and required appendices, must be submitted to the Ministry by July 31.

**Assessment of Potential Risk**

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood</b> High / Medium / Low	<b>Impact</b> High / Medium / Low
Non-compliance with Ministry requirement	Low	Low

**Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:**

Strong project management and the successful completion of both interim reports and the annual report are the measures to prevent risks identified above.

**Questions for consideration as part of the discussion:**

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

**Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

Graphic design work will begin following Board review and approval, and a finished report submitted to the Ministry by the deadline.

We will review the actions that have led to success as well as where we can improve. We have strengthened our project management capabilities for the upcoming year and will be closely monitoring progress on the objectives within the 2016-2017 Business Plan to ensure that we are flexible to new opportunities while successfully completing the priorities articulated within it.

**CONCLUSION / RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2015-2016 Annual Report.**

AUTHORED BY: Sonia Crook, Vice-President Human Resources and Student Services

# Annual Report 2015-2016

*Draft*

**Fleming College**

LEARN | BELONG | BECOME



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***APPROVED:***

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## Introduction

Fleming College is pleased to present its Annual Report for 2015 – 2016. During the life of our Business Plan, we completed new Strategic and Academic Plans and launched the MetaProject. This change initiative is designed to bring transformational and incremental change to address financial challenges and to enhance quality, student success and the achievement of our strategic commitments.

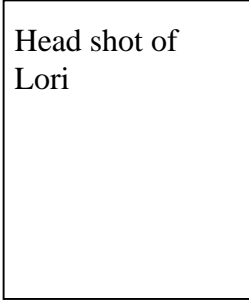
This Report indicates that we were able to accomplish all of the above and successfully achieve the majority of the objectives established at the beginning of the year by being innovative and focused, while keeping an eye on quality, efficiencies and excellence in execution.

Our work this year is highlighted by a number of accomplishments related to student success and the entire learning experience. Some of these accomplishments are new programs and program improvements, enhanced pathway information for students, improved academic processes and improvements to the overall student experience. In addition, we have seen strong growth, improved service delivery/responsiveness, a stronger ability to attract top talent, the achievement of a surplus budget and the development of an engagement action plan to further strengthen engagement.

There is much to be proud about and much more to do. We believe we have created the foundation for change and continuous improvement and eagerly look forward to achieving strong results next year. We will implement our change initiative from a cultural, strategic and operational perspective while effectively operationalizing the ideas developed in our new business plan that will enhance student learning, growth and college success.

June 2016

Head shot of  
Lori



On behalf of the Board of Governors of Sir Sandford Fleming College, it is a privilege to offer an Annual Report which highlights the activities and achievements at Fleming College for 2015-2016.

The College has completed new three-year Strategic and Academic Plans and launched a major change initiative, the MetaProject. Many of the completed objectives evidenced in this Annual Report lay the foundation of these new Plans and demonstrate the innovation needed to deliver transformational change.

Our Board of Governors believes in establishing clear priorities and targets as well as tracking progress in the spirit of continuous improvement working towards the successful achievement of our Strategic Plan. We complement this process through the establishment of our own annual objectives and work closely with President Tilly to align his objectives to the College's planning documents.

The innovative, integrated objectives of the Strategic Plan were designed to differentiate the student experience, enhance partnerships, and improve performance and productivity at Fleming College.

Reflecting on the highlights, successes and challenges of 2015-2016, I would like to acknowledge the dedication, hard work and commitment of our faculty and staff to our students and the organization. I would also like to thank President Tilly and the College executive for working to position Fleming for success in the future.

Finally, I wish to extend thanks and appreciation to my colleagues on the Board of Governors who have contributed their time and expertise to the governance of Fleming College over the past year.

In 2017, we will celebrate our 50<sup>th</sup> anniversary as a community college. We are proud of the accomplishments of the past year, and look forward to what is yet to be accomplished.

Lori Geens, Chair  
Board of Governors

June 2016

Along with Board Chair Lori Geens and the Board of Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2015-2016 progress toward our Fleming College Strategic Plan. It reflects progress made and milestones achieved over the past year.

Head shot of  
Tony

The College has implemented a change initiative designed to ensure we create and achieve transformational and incremental objectives that enhance quality, the student learning experience and our financial viability. We have completed new Strategic and Academic Plans. The success of these new initiatives is dependent upon the completion of our 2015-2016 objectives and these results indicate that we have successfully achieved the majority of our objectives.

The College has continued to work hard on creating an excellent working environment. Last year we completed another engagement survey and designed an Engagement Action Plan that will be implemented in the upcoming year. We recognize the importance of developing our employees and ensuring that we have the right opportunities for them to learn and grow so that our students can do the same.

After several years of enrolment growth, Fleming College's funded enrolment continues to be on par with the previous year. International enrolment has grown significantly from very modest levels. We anticipate the challenges ahead related to growing domestic enrolment, however we have set stretch goals consistent with our change initiative and will put the relevant strategies in place to achieve these goals.

We have also worked hard at ensuring financial viability and this year delivered positive financial results to the Board of Governors. Our long-term perspective on how we re-imagine our work will continue to pay dividends for us. Another important aspect of our success that will continue to involve partnering with potential employers and educational institutions.

Redesign and continuous improvement from both an effectiveness and efficiency perspective will be a continued focus and, in this regard, the College has undertaken a number of Lean projects with strong results. We will continue this work along with delivering the objectives of our newly developed Business Plan and our new MetaProject change initiative.

In summary, 2015-2016 has been a time for investment in people, facilities and services. It has been a foundational year for creating change, that will make us stronger as a College as we work to maintain and enhance quality and student success. It has been a time to look at what we do and how we do it and make plans to reinvent our work. I am pleased to submit this Annual Report with its description of areas of focus, progress and achievement.

Tony Tilly  
President

## Vision, Values and Core Promise From Strategic Plan

### Our Vision

*Fleming*

*More than skills.*

Inspired by Sir Sandford Fleming, we are inventive. Fleming will be known for our continuous pursuit of excellence in teaching and every endeavour.

Our graduates will be recognized for exceptional knowledge, skills, attitudes and values on their lifelong journeys of learning and discovery.

We are community focused, yet we play a distinctive role serving Ontario and beyond through our specializations .

### Our Values

**Learning** – knowledge, skills and attitudes – for work and life

**Collaboration** – with communities and employers, students and each other

**Creativity** – in teaching and supporting students

**Continuous Improvement** – to innovate, grow, and excel

**Sustainability** – for our college and our environment

**Inclusiveness** – to welcome and value all students and all perspectives

### Our Core Promise to Students

#### **Learn**

You will be empowered to develop both technical and life skills. You will be the architect of your own experience, choosing from an array of exceptional educational and extracurricular opportunities within and beyond the classroom.

#### **Belong**

There is a special feeling to our campuses. Our faculty and staff members, along with your classmates, welcome, engage and support you as you live, learn and grow as part of our inclusive learning communities.

#### **Become**

You will be equipped with the tools you need to build a better future – for yourself and for those around you. You will have renewed confidence in your skills, values and capabilities. From here, you can go anywhere.

## Strategic Mandate Agreement Key Areas of Differentiation

Fleming College offers a comprehensive program portfolio that provides access to postsecondary education for students in the region, and responds to the evolving demands of the regional labour market. In addition, the College focuses on:

- Serving as a regional hub for trades education and training
- Providing specialized programs that serve the province. In particular, the College is recognized as an Ontario leader in environmental and natural science education through the School of Environmental and Natural Resource Sciences, and applied research through its Centre for Alternative Wastewater Treatment.
- Offering, as one of three post-secondary institutions, a suite of arts programs.
- Emphasizing through the College's growth plan health specializations consistent with regional needs based on demographic trends.

### Strategic Priorities

1.0 Achieving Excellence in Student Learning		
Strategy	Objective	Achievement
1.1. Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.	Develop a comprehensive five-year capital plan for the Academic Division. Success of this objective will include building of a detailed inventory of existing capital assets, assessing their need and condition and the identification of new and replacement capital to support new and existing programs.	<b>Partially Met Target</b> The inventory tool was built and populated. Work continues on the 5 year capital plan.
	Ensure appropriate space and equipment is available to support realistic applied learning requirements, given financial and space limitations. All courses will be assigned appropriate space to successfully complete their applied project work within the required timeline. College space will be assigned, and bookable, based on specific student requirements. College space will be allocated to applied learning ensuring adequate technical and physical resources are best utilized and shared.	<b>Met Target</b>
1.2 Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators (KPI), particularly Student Satisfaction and Graduation Rates.	Prepare for the Ontario College Accreditation process by examining program review and renewal processes to ensure systematic documentation of evidence of quality learning experiences for students. Success will be indicated by revised process maps for program review and renewal.	<b>Met Target</b>

<b>1.0 Achieving Excellence in Student Learning</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
1.3 Improve and increase pathways to facilitate access and ensure that graduates can pursue career alternatives and further educational opportunities.	Design and begin implementation of a Student Mobility Framework that will expand and improve student pathways including enhanced digital communication strategies in response to student demand. Success will be indicated by development of a pathways plan, the identification of lead partner institutions, strategies to engage and market pathways in a coordinated and consolidated manner and ensuring that each School develops at least one new pathways agreement	<b>Met Target</b>
1.4 Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's Values and Core Promise to Students.	Develop a comprehensive internationalization plan that includes recruitment, student support, internationalization of curriculum, international experiences for faculty and students, international training and research partnerships. Success will be measured by development of the plan, agreements with key international partners in India and China, identification of three new opportunities, and the establishment of targets grounded in research for the number of international experiences for students, faculty and applied research projects.	<b>Met Target</b>
	Student Services, in collaboration with the Academic Division and Marketing, will develop a student success strategy from recruitment to graduation, including the development of a new brand strategy for the department. Success will be measured by the completion of a framework/model implementation plan that illustrates Student Services involvement in student success, with an emphasis on career success.	<b>Met Target</b>
1.5 Develop an e-Learning strategy that prepares our graduates for lifelong learning.	Renew the e-learning strategy, complete with annual milestones appropriate to the level of resources and support to integrate and support evolving practices in educational technology. Success will be measured by the renewal of the e-learning plan. The plan will include milestones aligned with Integrated Program Planning (IPP) metrics.	<b>Partially Met Target</b> The Academic Information Technology, (IT), plan is being developed and will be finalized by Fall 2016. Planning for capital expenditures was completed in collaboration with IT for next fiscal. Review of classroom technology was undertaken and a focus group was offered at the Winter Academic Divisional retreat.

## 1.0 Achieving Excellence in Student Learning

Strategy	Objective	Achievement
	<p>Design a plan to increase the use of electronic portfolios (e-portfolios) across the college programs, emphasizing the importance of students' professional digital presence; establish baseline and identify target programs for pilots. Success will be measured through piloting of e-portfolios in selected programs and Schools.</p>	<p><b>Partially Met Target</b> Two sessions on e-portfolios were offered at the Academic Divisional retreats. In the coming year, the Learning Design &amp; Support Team plans to work on "how and where" programs will incorporate e-portfolios.</p>
	<p>Implement a pilot project within a program area of strength to enhance learning to convert one program to fully online. Success will be measured through evaluation of the pilot.</p>	<p><b>Met Target</b></p>
	<p>Initiate the transition of full-time faculty and administrators to a mobile virtualized laptop/tablet environment including voice telephony to replace the current desktop model beginning with a pilot group (ten to fifteen users) in April 2015. Success will be measured by evaluating the pilot and ensuing that Faculty and Administrators provide feedback that the transition is positive and has created a more flexible working environment.</p>	<p><b>Partially Met Target</b> Pilot concepts have proven successful with user groups. Further progress on this objective is fundamentally reliant on enterprise grade wireless upgrade.</p>
	<p>Implement video conferencing using existing unified communications infrastructure and licensing at Peterborough, Lindsay and Haliburton in at least two rooms per campus by December 2015. Success will be measured by successful implementation of all requirements.</p>	<p><b>Partially Met Target</b> Unable to fully realize the objective within budget constraints. Interim test/evaluation solution agreed and built. Awaiting user evaluation. Solution uses existing licensing and systems as described.</p>
<p>1.6 Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the Key Performance Indicators (KPI) of Employment Rate as well as program-related</p>	<p>Develop structured programs/initiatives between Advancement and Alumni Relations and Career Services to advance students' career success. Success will be measured by having one collaborative event per term connecting Advancement staff and community/alumni connections with the Career Services team.</p>	<p><b>Met Target</b></p>



<b>1.0 Achieving Excellence in Student Learning</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
employment, credential recognition and transfer as means for measuring success.	Develop initiatives, beyond the Premier's Awards and the Alumnus of Distinction, to showcase alumni success. Success will be measured by increasing the number of alumni participating in webinars and in the Change makers program.	<b>Met Target</b>

<b>2.0 Providing Superior Services &amp; Facilities</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
2.1 Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.	Create a new Department of International Education (recruitment, international admissions, international student services, and English as a Second Language) that includes the foundational elements to establish a highly functioning integrated team. Success will be measured by peer and staff feedback and feedback from International Education Committee members.	<b>Met Target</b>
	Develop and implement business process, policy and system changes necessary to meet the requirements of the new Tuition Policy Framework (Tuition Billing). Success will be measured by successful implementation of all requirements.	<b>Met Target</b>
	Implement systems projects including web registration, electronic data interchange (EDI) enhancements, recruiter billing and tuition billing. Success will be measured by successful implementation of all projects and user feedback.	<b>Met Target</b>
	Implement all business process and system changes necessary to meet new Ontario Student Application Process (OSAP) requirements. Success will be measured by implementation and student feedback.	<b>Met Target</b>

## 2.0 Providing Superior Services & Facilities

Strategy	Objective	Achievement
	<p>In order to focus on efficiency and effectiveness, student services will undergo a space and unit alignment initiative and begin applying Integrated Planning (IP) to student services. Success will be measured by engaging the Space and Infrastructure Committee in a review of the current space needs and developing a plan for implementation and by working with the IP team to pilot one student service unit through the IP process.</p>	<p><b>Met Target</b></p>
	<p>Begin the first phase a multi-year plan to transition to Enterprise Wireless Services which will support full academic delivery where required. First phase in 2015-2016 includes engaging an industry partner to deliver a full site survey and produce an architecture plan with anticipated costs. This year's measure of success is having the multi-year plan completed.</p>	<p><b>Met Target</b></p>
	<p>Implement a standardized collaborative enterprise solution starting with Jabber. Success will be measured by successful implementation of all requirements.</p>	<p><b>Partially Met Target</b> We have completed Phase 1 but Phase 2 will be dependent on Capital</p>
	<p>Implement year 1 of the three-year Fundraising Plan and support increased revenue generation opportunities for both college and student initiatives through the development and implementation of an on-line fundraising mechanism. This mechanism will be in place by the end of December 2015.</p>	<p><b>Partially Met Target</b> New priorities were identified by consultants. New campaigns will be developed and implemented starting in early 2016.</p>
<p>2.2 Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.</p>	<p>Focus on the Enterprise Resource Planning (ERP) First Strategy to maximize current and future investments. Continue to implement specific systems priorities as identified by the Evolve Operations Leadership Team that in partnership with Lean projects identify business processes that can be refined and standardized leading to full automation and</p>	<p><b>Met Target</b></p>

## 2.0 Providing Superior Services & Facilities

Strategy	Objective	Achievement
	cost savings. Measure of success is that proposed costs savings in each project are achieved.	
	Complete a major upgrade to the Enterprise Systems Platform (Hardware, Storage, Operating system) including the Enterprise Portal. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.	<b>Exceeded Target</b>
	Complete a major Network upgrade to the 4000 series switch fabric across all campuses. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.	<b>Partially Met Target</b> Have completed all but the final 20% of the project which is dependent on 2016/17 capitol
	Implement a second firewall to protect the Fleming Network core. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services and adherence to standard audit security requirements.	<b>Met Target</b>
	Implement "Dashboards" and "WorkCentres" across specific roles and functional areas to bring more efficiency to the day-to-day environment. Success will be measured by successful implementation of all requirements.	<b>Partially Met Target</b> This is a multiyear project, so could not be completed in one year
	Leverage the enormous amounts of data in Enterprise Datamarts to support analytical decision making tools and real-time access to data. This will support evidence-based decision-making and management (IP). Success will be measured by successful implementation of all requirements.	<b>Partially Met Target</b> This is a multiyear project, so could not be completed in one year
2.3 Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.	Complete the Frost Campus Master Plan to provide a blueprint for a campus that enables delivery of our key Strategic Mandate Agreement priority of a Centre of Excellence in School of Environmental and Natural Resource Sciences; complete the construction of all unused Kawartha Trade and Technology Center space to support program delivery; deliver strategic space improvements at the	<b>Met Target</b>

<b>2.0 Providing Superior Services &amp; Facilities</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
	Sutherland, specifically to support the move of the Esthetician program and Frost Campuses.	
2.4 Provide training and services to employees to enable achievement of the Core Promise to Students.	Develop and implement a cross cultural training session that can be delivered to students and staff that would contribute to the support of international students from various countries. Success will be measured by at least two sessions being held and favourable satisfaction ratings from participants.	<b>Met Target</b>

<b>3.0 Leading in Sustainability</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
3.1 Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.	Continue progress on our 5-year Sustainability Plan (2013-2018) by developing the year-3 (15/16) action plan towards achieving a silver Sustainability Tracking Assessment Rating System (STARS) rating (or higher) by 2015. Success will be measured by achieving completion on 80% of the actions and a submission of STARS public reporting and benchmarking report by March 2016.	<b>Met Target</b> (yr-3 action plan)
3.2 Reduce waste and the College's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.	Complete 6 energy reduction projects that deliver fixed and demand load energy savings of approximately 3%, and water saving initiatives totalling a 2% reduction.	<b>Met Target</b>
3.3 Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.	All diploma programs will include the Fleming Sustainability Learning Outcome. Learning activities will have a focus on community-based learning and integration with the Indigenous Perspectives initiative. The benchmark for success: 70% of two-year diploma graduates will have achieved the learning outcome by the graduating class of 2017 and 100% of all diploma program graduates by 2018.	<b>Exceeded Target</b>

### 3.0 Leading in Sustainability

Strategy	Objective	Achievement
<p>3.4 Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.</p>	<p>In conjunction with the Technology Access Centre (TAC), implement an aggressive business revenue model that will see the Center for Alternative Wastewater Technology (CAWT) realize its value to industry and community. Increased revenue generation will ensure a self-sustaining model for the CAWT in future years. Success will be measured by increasing cash contributions by current industry partners and establishing research partnerships with at least ten (10) new companies further realizing its value to the water industry and community.</p>	<p><b>Exceeded Target</b></p>
	<p>Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by the completion of high quality research, the alignment with funding metrics and the required reports submitted accurately and on time</p>	<p><b>Met Target</b></p>
	<p>As a new and the sole college member of the Southern Ontario Water Consortium, further enhance our partnerships and reputation with eight (8) Ontario university members and gain access to increased research funding through the investing in Commercialization Partnerships Federal Development program through to December 2018.</p>	<p><b>Met Target</b></p>
	<p>Achieve International Organization for Standardization (ISO) 17025 accreditation and secure Natural Sciences and Engineering Research Council (NSERC) Industrial Chair funding. Success will be measured by securing the ISO accreditation and attaining NSERC Industrial Chair Funding</p>	<p><b>Partially Met Target</b>                      ISO 17025 accreditation was delayed deliberately as we decided to increase the scope. Industrial Chair funding was not secured (did not secure adequate industry interest / support).</p>

## 4.0 Growing with Positive Results

Strategy	Objective	Achievement
<p>4.1 Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.</p>	<p>Successfully implement the 2015-2016 Enrolment Plan and develop the Official Enrolment Plan for 2016-2017. Success will be measured by achievement of the enrolment targets and approval of the 2016-2017 Plan.</p>	<p><b>Met Target</b></p>
	<p>Implement international enrolment strategies including increased recruitment activities in China, continuation of recruitment efforts in India and expansion of recruitment efforts to one additional country. Success will be measured by meeting all international enrolment targets.</p>	<p><b>Exceeded Target</b></p>
	<p>Generate student applications to support the achievement of the College's overall enrolment targets with a focus on developing and refining digital advertising and recruiting outreach tools combined with traditional promotions.</p>	<p><b>Met Target</b></p>
	<p>Continue promotional focus on program clusters identified for growth in the Strategic Mandate Agreement which are Natural Resources and Environmental Sciences, Trades and Technology, Healthcare and Community Services and Arts and Heritage. Increase focus on selected target market segments: Non-direct, International, Eastern Greater Toronto Area.</p>	<p><b>Met Target</b></p>
	<p>Launch a new College website prior to the Fall 2015 recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design features to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a &gt;3% increase in traffic as well as improvements in response time, bounce rates and time on site.</p>	<p><b>Partially Met Target</b> The launch deferred until Q1 2016</p>

## 4.0 Growing with Positive Results

Strategy	Objective	Achievement
<p>4.2 With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.</p>	<p>Leverage and integrate sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. Measurement will be through data collection and analysis and success will be measured by increases in application and conversion rates among the prospective students in the data set.</p>	<p><b>Met Target</b></p>
	<p>Revise and successfully launch new brand standards for the Fleming family of brands – Fleming, Frost and Haliburton.</p>	<p><b>Met Target</b></p>
<p>4.3 Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.</p>	<p>Continue to improve the new gated process and in-house business case writing skills. Enter six (6) new program concepts into the pipeline by March 2016. Three programs are to have final Board of Governors approval by the end of the fiscal year.</p>	<p><b>Exceeded Target</b></p>
	<p>Develop and implement marketing plans to support new product initiatives in both postsecondary and contract training segments. Successful achievement of enrolment targets will measure the success of these plans.</p>	<p><b>Met Target</b></p>
<p>4.4 Expand part-time and continuing education activity levels consistent with or above the overall college growth target.</p>	<p>Launch and market one (1) new Graduate Certificate in Community Development and Health (Patient Navigator), attracting current graduates to continue their education and professionals already employed looking to upgrade their skills sets.</p>	<p><b>Exceeded Target</b></p>
	<p>Increase gross income from Contract Training by 15% over 2014-15 budget update.</p>	<p><b>Exceeded Target</b></p>

<b>5.0 Building Community Success</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
5.1 Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.	Enhance our relationship with the City of Kawartha Lakes to assist local companies with economic development objectives in the water sector. Success will be indicated by the number of companies working in partnership with the City of Kawartha Lakes and the CAWT for the purposes of moving their technology forward in the commercialization process.	<b>Exceeded Target</b>
	Fulfill our role as a co-delivery agent for Environment Canada's Environmental Technologies Verification (ETV). Success will be measured by the number of companies who access the services of the CAWT for the purpose of verifying their technology through the ETV program.	<b>Met Target</b>
5.2 Fully realize the vision of the KTTC to address immediate and long-term needs and opportunities	Develop a five-year growth plan for trades and technology programs at Fleming. Success will be determined by the development of the plan and attainment of year one targets.	<b>Partially Met Target</b> The Construction Engineering Technology program will start Fall 2016, and other certificates /diplomas in the midst of formal approvals and/or development
	Submit two new program proposals for validation by the Credential Validation Service and approval by the Ministry of Training, Colleges and Universities. Success will be measured by the approval of proposals with launch depending on timing of approval.	<b>Exceeded Target</b>
	Develop a new community communications strategy that will include an annual 'Report to Our Communities'.	<b>Met Target</b>
	Actively promote services within the College (i.e. Career Services, Contract Training, Continuing Education, Lean) to support economic development efforts of organizations in our community as a means to enhance donor/donor prospect relationship management. Success will be measured by the establishment of a plan with Alumni and Advancement that is focused on a purposeful approach to enhance donations.	<b>Met Target</b>



<b>5.0 Building Community Success</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
5.3 Improve access and availability of educational opportunities in rural and remote areas.	No 2015-2016 objectives were set for this strategy.	----
5.4 Undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.	Obtain Social Sciences and Humanities Research Council and Canadian Institute of Health Research institutional eligibility in order to allow us to expand applied research activities in social and health sciences. Success will be measured by securing new funding for applied research in this area.	<b>Partially Met Target</b> Achieved Social Sciences Humanities Research Council eligibility status but did not secure funding for research in this area.
	Renew and strengthen the partnerships with St. Joseph's at Fleming. Success measured by business cases developed for the re-location of the Institute for Healthy Aging within St. Joseph's facility.	<b>Partially Met Target</b> Report on history, vision and future plans being prepared for Executive Leadership Team and Board discussion. Space considerations will be included.
5.5 Enhance programs and services to Aboriginal students to improve their access, participation and success.	Implement the updated framework for Indigenous Perspectives programming, evaluate results and identify additional programs for Indigenous Perspectives. Success will be measured by determining the self-identified indigenous students' participation in Indigenous Perspectives designated programs. Indigenous Perspectives identified students will participate in a focus group to determine strengths of the program and marketing strategies.	<b>Partially Met Target</b> We continue to implement the framework and our first cohort of Indigenous Perspective Designated (IPD) students will graduate in June 2016. Work will continue throughout 2016 and 2017 on: a) Assembling IPD student focus groups b) Creating Indigenous Education opportunities for all students and staff in partnership with Student Services. c) Assisting programs in determining the changes they need to make to offer IPD.
	Increase collaboration with First Nations Educational Institutions through engagement. Success will be measured by the attainment of (at least) one First Nations educational collaboration initiative	<b>Partially Met Target</b> Forestry program offering with the Aboriginal Education Institute continues and they have requested a meeting to look at a more formal agreement that would facilitate the offering of additional programs. Work is being done to secure a partnership with the Metis Nation of Ontario and there is consideration of a plan to offer the Massage Therapy program in Fort Frances

<b>5.0 Building Community Success</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
	Provide initiatives that support Aboriginal student success, complement experiential learning outcomes, and are aligned with Indigenous Perspectives programming. Success will be measured by an increase in cultural programming initiatives that cross academic and student services.	<b>Met Target</b>
5.6 Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.	Foster a culture of philanthropy that recognizes gifts of both time and monetary donations. This will be measured through the successful outcomes of the United Way and Annual Giving Campaigns.	<b>Met Target</b>

<b>6.0 Developing the Fleming Working Environment</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
6.1 Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.	Implement focused development initiatives that are relevant to specific employee groups and enhance the ability of staff to demonstrate creativity, continuous improvement and integration across divisions. Success will be measured by specific feedback related to individual initiatives as well as strong participation rates and the achievement of business plan objectives.	<b>Met Target</b>
6.2 Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.	Implement several initiatives that relate to opportunities identified through our engagement survey, such as tool kits for Leaders to help them better manage and engage their teams, a mental health/wellness strategy and improved and streamlined recruitment processes. Also implement an engagement survey in Fall 2015. Success will be measured through qualitative feedback related to specific initiatives and the results of the engagement survey.	<b>Partially Met Target</b> This objective was completed with the exception of the mental health strategy because of limited resources

<b>6.0 Developing the Fleming Working Environment</b>		
<b>Strategy</b>	<b>Objective</b>	<b>Achievement</b>
6.3 Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.	Ensure stronger integration between the Academic and Student Services areas to create a meaningful and comprehensive learning experience for students. One means to achieve this will be to form 'community of practice' groups to increase opportunities for collaboration and to more consistently live our core promise. Success will be measured by the formation of two communities of practice and that begin productive conversations with at least one 'quick win' in the area being discussed. Groups may include the following topic areas - Aboriginal, careers, work integrated learning, external relations, mental health.	<b>Met Target</b>
	Fully implement Fleming's new Academic Council and working groups/standing committee structure to engage faculty and students in discussion and recommendations pertaining to academic matters. Success will be evidenced by the efficacy of Academic Council; specifically Academic Council's working group recommendations being informed by research and provided to the Vice-President Academic.	<b>Exceeded Target</b>
6.4 Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.	Implement Integrated Planning in all areas of the college to ensure all initiatives are value-added to our students and result in a superior student experience. Continue to integrate college committees towards more aligned resource management from recruitment to graduation and use the results of this process to inform our plans to address program and service viability issues, including comprehensive program and service redesign. Identifying the plan to achieve robust programs and services along with phase one implementation will be the measures of success.	<b>Partially Met Target</b> This year an integrated pilot in two service areas was completed and next year integrated planning for services will move forward with a broader scope.
6.5 Regularly seek feedback and evaluate the college's progress in relation	Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An annual Report	<b>Met Target</b>

## 6.0 Developing the Fleming Working Environment

Strategy	Objective	Achievement
to our Core Promise values and strategic priorities.	Card that identifies the status of projects, benefits to students and the College, staff engagement in the process, and the relevant metrics will be the measures of success.	

### Analysis of Operational Performance for 2015

The achievements this year, when looked at in an integrated fashion, demonstrate excellence in delivering the student experience, innovating and continuously improving the work we do for students and each other. They lay a strong foundation for success next year.

### Student Focused Accomplishments

- Awarded two pre-apprenticeship programs in the School of Trades and Technology, in comparison to other institutions who were awarded one or none.
- Approved and will launch Global Business Management in September 2016.
- Piloted the Wildlife Observation on-line course which is the first course at Fleming to implement the new gaming module in D2L. The approved Applied Planning - Environmental Ontario College Graduate Certificate program will be launched in September 2017.
- Approved Patient Navigator and Rural and Remote Nursing programs will be launched in the Spring of 2016. A scenario based on-line Health Concepts course was developed.
- Created six new first year university courses in General Arts and Sciences across Science, Mathematics and Business streams as part of the funding received with Trent University. The creation of these courses will facilitate articulation agreements, resulting in University Transfer program growth. A Chemical Nomenclature on-line module was created.
- Approved the Graphic Design-Visual Communication program will be launched in September 2016. This will be the first two-year Graphic Design advanced diploma program in Ontario; uniquely delivered in an accelerated format, with three years of study completed in two; and housed in a contemporary, new design studio space.
- Held our first Student Pathways Fair – “Next Steps” on February 10 and 11, 2016. There were nine Institutions represented at the Frost Campus on February 10, and 21 institutions represented at the Sutherland Campus on February 11. The Pathways fair provided a tremendous opportunity for Fleming students to learn about various pathways directly from our partnering institutions.
- Recommendations by Academic Council in its second year focused on the needs of our students and the College that included a revised probation process, the launch of the new Academic Appeal policy and procedure, and a draft of a new Absence policy and procedure.
- Signed a critical Indigenous Education Protocol that will frame our planning for the next three years
- Implemented the Sexual Assault/Sexual Violence Protocol including strong procedures and education

## College Accomplishments

- Made significant improvements to the College financial planning and management processes including training and development of leaders, moving from a balanced to a 'surplus' budget model and developing a rolling three-year long-term planning model
- Managed proactively through the 2015–2016 fiscal year to achieve a surplus that delivers \$2.6 million to reserves
- Took the first step in Facilities toward a major transformation that improved responsiveness and service
- Consolidated Duplicating Services and Information Technology area, migrated to new hardware with greater PeopleSoft system functionality and cost reduction without any service loss
- Successfully achieved the PeopleSoft Human Resource upgrade module to 9.2 version
- Launched an Applicant Tracking model to better and more efficiently attract top talent
- Reorganized the Human Resource department to provide better depth of knowledge and greater strategic partnership
- Completed an Integrated Planning pilot that provides the foundation processes for a roll-out of Integrated Planning for Services
- Created an internal New Program Process webpage with monthly updates on what product ideas are in the pipeline, increased capacity to write business cases and will launching five programs in 2016. They are Rural Nursing (Continuing Education), Graphic Design, Moving Image Design, Construction Engineering Technician and Patient Navigator (Continuing Education).
- Completed an employee engagement survey and used the results to design an action plan that will be published and tracked so that we can measure improvement.
- Designed the processes that support the first phase of the MetaProject, established objectives in the Business Plan so that we can track progress and are putting plans in place to begin the second phase of the project including targets
- Evidenced strong application growth (up 2.0% versus the System average which is down 2.7%). This is a result of concerted efforts to develop new programs, enhance current offerings, align our recruitment tactics, continue to place a focus on digital marketing strategies and build upon admission/conversion strategies
- Launched the Fleming Navigator, a digital support for applying and enrolling at Fleming

## Appendixes

- A.** Report-back on Multi-Year Accountability Agreement – *to be provided in September in compliance with the MYAA Report Back timelines*
- B.** Audited Financial Statements and Analysis of College's Financial Performance
- C.** KPI Performance Report
- D.** Summary of Advertising and Marketing Complaints Received – received no complaints
- E.** Insititutes of technology and Advanced Learning (ITAL) reports - Not Required
- F.** List of Governors
- G.** Report of the President's Advisory Council

## Appendix B

### Audited Financial Statements

A copy of the College's audited financial statements is available on the website at:  
(path to be inserted once posted)

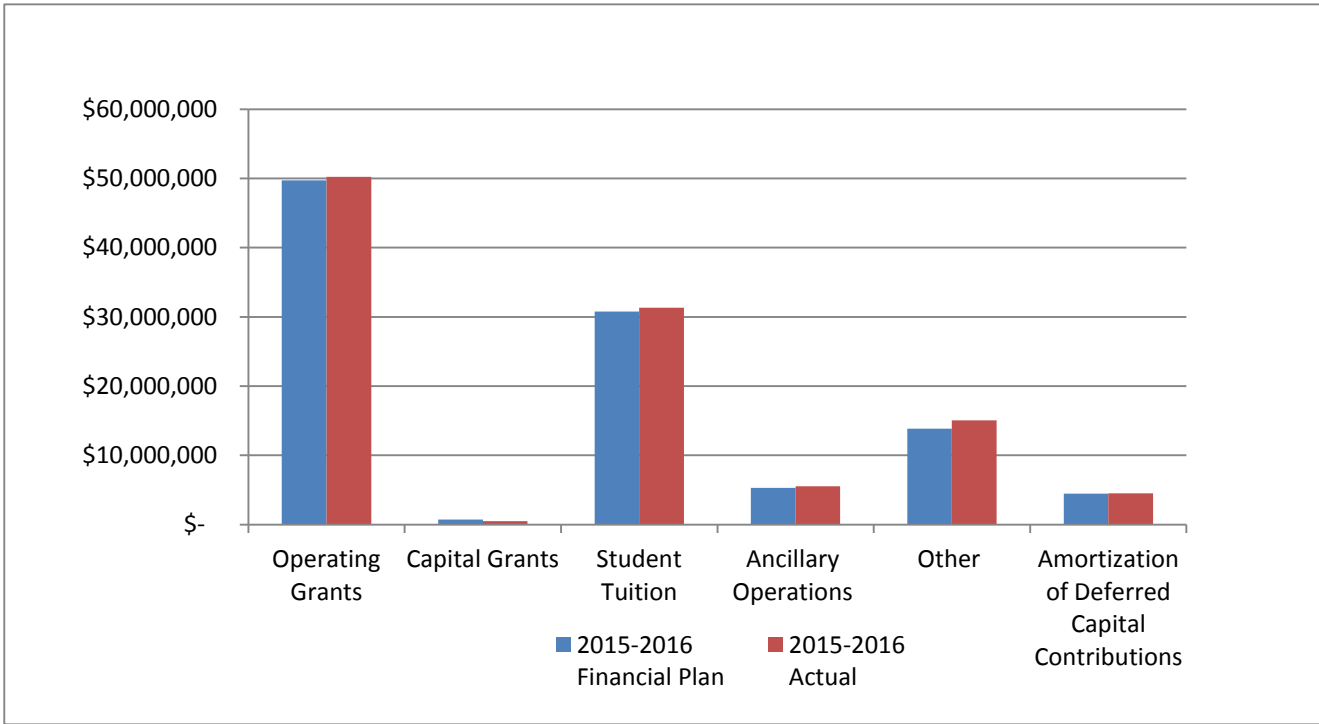
### Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE  
COMPARISON OF REVENUES & EXPENSES

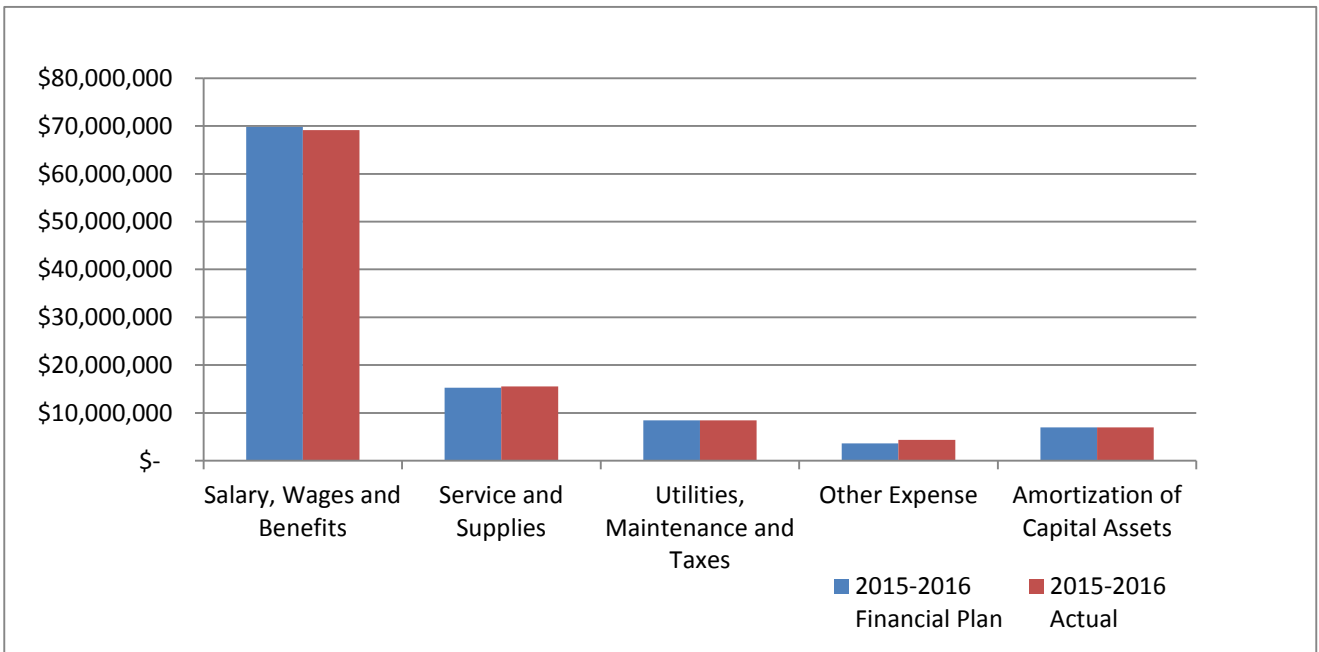
	<b>2015-2016 Financial Plan</b>	<b>2015-2016 Actual</b>	<b>2014-2015 Actual</b>
<b>REVENUE</b>			
Operating Grants	\$ 49,744,829	\$ 50,221,755	\$ 50,784,722
Capital Grants	719,676	517,069	2,243,484
Student Tuition	30,755,864	31,347,211	28,266,517
Ancillary Operations	5,316,706	5,558,358	5,387,485
Other	13,881,647	15,052,384	14,510,939
Amortization of Deferred Capital Contributions	4,497,483	4,529,081	4,306,577
	104,916,205	107,225,858	105,499,724
<b>EXPENDITURES</b>			
Salary, Wages and Benefits	\$ 69,835,092	\$ 69,152,200	\$ 70,012,265
Service and Supplies	15,299,042	15,556,958	17,102,254
Utilities, Maintenance and Taxes	8,426,219	8,467,254	8,315,578
Other Expense	3,630,396	4,331,446	3,333,963
Amortization of Capital Assets	6,957,951	6,975,547	6,429,000
	104,148,700	104,483,405	105,193,060
<b>Excess of revenue over expenditure</b>	<b>\$ 767,505.0</b>	<b>\$ 2,742,453.0</b>	<b>\$ 306,664.0</b>

**Analysis of College's Financial Performance**  
SIR SANDFORD FLEMING COLLEGE

**COMPARISON OF REVENUES - 2015-2016 BUDGET TO ACTUAL**



**COMPARISON OF EXPENDITURES - 2014-2015 BUDGET TO ACTUAL**





## Appendix C

### **KPI performance Report**

*(to be inserted for final report)*

## Appendix F

### 2015-2016 Board of Governors of Sir Sandford Fleming College

- **Lori Sutcliffe-Geens**, Board Chair (Cobourg)
- **Dana (Merrett) Empey**, Board Vice-Chair; Chair-Executive Committee (Peterborough)
- **George Gillespie**, 2nd Board Vice-Chair; Chair-Audit Committee (Peterborough)
- **Paul Downs** (Millbrook)
- **Rosemarie Jung** (Haliburton)
- **Shelley Knott Fife** (Curve Lake)
- **Mike Leonard** (Fraserville)
- **Katherine MacIver** (Lindsay)
- **Daniel (Dan) Marinigh** (Peterborough)
- **Nancy Martin-Ronson** (Peterborough)
- **Mike Perry** (Little Britain)
- **Allison Bowes**, Student Governor
- **Susan (Sue) Kloosterman**, Administrative Governor
- **Patti Watson**, Academic Staff Governor
- **Heather Kerrigan**, Support Staff Governor
- **Tony Tilly**, College President
- *One external vacancy*

## Appendix G

### President's Advisory Council 2015-2016 Annual Report

#### SOURCE

- Minister's Binding Policy Directive, Governance and Accountability Framework (revised Sept 2010)
- By-law 1-102, s.38: Advisory Councils – College Council
- Board Policy 1-102K, Advisory College Council

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#### Background

- Purpose of this report/request
- History
- Other relevant information

Colleges are required to comply with Binding Policy Directives issued by the Ministry of Training, Colleges and Universities. The Directive stipulates that the board of governors is to ensure that an advisory college council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff.

At Fleming, advisory college council is known as the President's Advisory Council.

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#### Action Required

- for Information
- for Discussion

The Binding Policy Directive also states that a report from this advisory shall be included in each college's annual report.

Fleming College is fortunate to have an active college council made up of students representing all campuses and staff from all employee groups: support, academic, and administration. Supporting the College's mission and values, the President's Advisory Council promotes communication and collaboration and contributes positively to planning processes and information-sharing on matters of importance to students and staff. It serves as an effective means for the President to get valuable insight into student and employee opinions, concerns and recommendations.

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#### Considerations, Impacts and Options

The President's Advisory Council met eight times in 2015-2016 (as per published schedule) and covered a significant number of topics. Members provided feedback, consulted, participated in education/information sessions and reported back to their respective constituencies on the following topics:

- Enrollment Update
- Start-up
- International students

- Constituents' concerns
- Post-Secondary Institutions Strategic Investment Fund
- Sutherland Campus Great Debate/Open Forum
- Student debt and tuition for post-secondary studies
- Alternative semester design
- Employee Engagement

• risk                      The capacity for communication between the president, students and staff would be greatly diminished if Council did not exist; the president would not have the opportunity to hear valuable insights from students and staff about the College's successes and challenges. A core strength is the information sharing that exists amongst constituents.

• summary                The President's Advisory Council is a corporate body that deals with issues that affect the entire College. It provides a link to help keep the College community informed about projects and initiatives. Feedback, suggestions and recommendations are shared with the College's Executive Leaders Team for information and/or follow-up. PAC is an approved activity for the Co-Curricular Record, a service that recognizes students' participation in activities outside of the classroom. Attendance at PAC monthly meetings was excellent and the debates exceeded expectations.

**Financial Implications**

Participation on the President's Advisory Council is on a voluntary basis and has a modest budget to cover inter-campus travel and hospitality expenses for its members.

**Prepared by**

Secretary, President's Advisory Council

## BOARD BRIEFING REPORT

**SUBJECT: Educational Consulting Services (ECS) Report:  
Sutherland Campus Interior Development Plan**

**Submission to: Public Board Meeting  
Meeting Date: May 25, 2016**

**Agenda Item 5.4**

**Requested Action: Decision / Approval**

*(Risk Assessment applicable for decision items)*

### **CONTEXT / PURPOSE** *(brief statement of the issue or request)*

A report to recommend adoption of the Interior Development Plan as a planning framework for space considerations.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

As part of its capital plan for 2015-2016, the College issued an RFP for consulting services that would build on the 2009 Sutherland Campus Master Plan. This Interior Development Plan is now in final draft form and summarizes future space configurations and program/cluster requirements.

The 2009 Sutherland Campus Master Plan provided high level guidance for improvement and growth opportunities to the Campus, its buildings and site plans. As various funding streams became available since that time, the College has been successful in achieving approval and implementation of several significant projects that were identified as priorities in the 2009 Sutherland Campus Master Plan:

- Main entrance and foyer renewal
- Upper and lower cafeteria upgrades
- Food service area overhaul
- Kawartha Trades and Technology Centre (KTTC) addition
- Sports fields creation
- Trails and walkways improvements

In total, over \$55M in projects have been completed at the Sutherland Campus since 2009 guided, in large part, by the current Master Plan document.

The scope of that plan, however, did not include detailed program analysis and interior space utilization aspects commonly included in an 'interior space' plan. This more specialized, detailed interior space plan was budgeted, planned and tendered to be completed in spring of 2016. ECS was awarded the Sutherland Campus Interior Development Plan project which focuses on multiple aspects including:

- Future allocation of Campus space
- Review, validate and assist in the design of an overarching School of Health and Wellness space strategy which includes;
  - Identification of appropriate Esthetician program space at the Sutherland campus
  - Backfill possibilities for vacant space at St. Joseph's at Fleming
- Identify the highest and best use of the two, unassigned spaces directly outside the KTTC entrance (D1115 and D1129) (final up-fitting within the KTTC)
- Develop College-wide space management principals, practices and processes
- Identify strategies to optimize space utilization, sharing and deployment
- Instigate a cultural shift that encourages stakeholders to view space as a valuable College resource.

Previously identified time-sensitive outcomes (KTTC final space plan and Esthetician space plan) were received mid-January and are moving through the design/construction stages, on track for September 2016 opening.

The final draft highlights the other opportunity for alignment and upgrades to several other areas within the campus including specialized laboratories, the entire Health and Wellness cluster/area, the School of Business, the Library/Learning Commons, and others.

**Attachments:**

- Key recommendations extracted from the "Sutherland Campus Interior Development Plan"

**Analysis**

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

Schematic details will be presented at the Board meeting.

**Assessment of Potential Risk**

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood</b> High / Medium / Low	<b>Impact</b> High / Medium / Low
Ability to secure funding to complete the recommendations	Low	Medium

*Additional risks may be identified here:* N/A

**Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk**

This plan is a long-term strategic roadmap for the phasing-in of future interior space priorities at the Sutherland Campus. The highest priority recommendations are already moving toward completion by September 2016 (KTTC space completion and the Esthetician/Massage Therapy integration). Subsequent high priority projects will be managed whenever possible according to funding opportunities, commencing with the current Federal Strategic Infrastructure Fund and anticipated future provincial funding, as well as donor campaigns. This plan demonstrates the College's strategic preparedness for these opportunities. In addition, many smaller priority projects will be addressed through the College's annual capital planning process.

**Questions for consideration as part of the Board discussion:**

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

**Implementation Strategy**

*Identify any matters to be addressed or steps to be taken in order to implement the recommendation.*

ECS has now completed the draft recommendations for all deliverables. The recommendations were presented to the College Space and Infrastructure Committee (CSIC) and the Executive Leaders Team (ELT) on April 14 for initial comments. These observations and recommendations from ECS can now be operationalized in a number of ways including:

- Effective space management strategies
- Future project scope and development for pursuing funding opportunities and guiding fundraising campaigns
- Scheduling / monitoring against utilization targets

- Assistance in prioritizing program relocation and clustering
- Setting annual capital planning objectives related to space management

## **CONCLUSION / RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College adopt the *Sutherland Campus Interior Development Plan* as prepared by ECS as a planning framework for space considerations across all campuses.**

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Terry Williams, Director College Facilities

## Planning Options

### Introduction

This section sets out planning solutions to improve the organization, allocation and quality of campus space in support of enhanced learning and student life experience in ways that are consistent with the College’s plans and priorities.

### Evidence-Based Planning

The planning options stem from an evidence-based assessment of a wide range of planning inputs including:

- Fleming strategic, academic and service delivery plans
- Benchmark comparison of Sutherland campus space allocations to those of peer institutions across the province (COFSI analysis - Section 2)
- Assessment of space planning issues identified through analysis and consultations (Section 3)
- Instructional space utilization analysis (Section 4)
- Priorities identified by the college community including students, faculty and staff through a multi-faceted consultation process (Appendix A for input received during 4 World Café workshops)
- Experience of the consultant team at other Ontario colleges (all 23) and post-secondary institutions across Canada (65+)

### Projects as Packages

The planning options presented here are described as five discrete ‘Packages’. With one exception, these Packages are not inter-dependent and may be implemented in any combination – e.g. 1 to all 5 packages, in sequence, simultaneously, etc. as funding and priorities dictate.

### Planning Options Listing

Package #	Description	Locations
Package 1:	Health & Wellness Cluster Revitalization	A Wing – Levels 1 and 2
Package 2:	Business Cluster Revitalization	A Wing - Level 3
Package 3:	Academic & Administrative Office Clustering	A Wing – Level 2 B Wing – Level 2 C Wing – Levels 1, 2
Package 4	Learner Support Facility Integration and Library Revitalization	C Wing – Levels 0, 1, 2



## Package 1: Health & Wellness Cluster Revitalization A Wing – Levels 1 and 2

### Overview and Issues

- Health & Wellness programming represents one quarter (25%) of campus enrolment at Sutherland Campus yet the majority of Health & Wellness activities on campus are located in A-Wing Levels 1 and 2 in dated, uninspiring accommodation for laboratories, clinics and faculty offices. Despite its prime location near the main entrance, the School has a low profile on campus and its facilities do not compare favourably with those of competitor colleges.
- The School has prepared a business case proposal (March 2014) for developing an **Interdisciplinary Simulation Centre** to serve the applied learning needs all 19 programs. The vision is for a multi-purpose facility that will provide increased capacity for on-campus work-integrated learning (WIL) opportunities and greater access to simulations for task-based and scenario-based learning.
- The School also prepared a business case proposal (April 2014) for developing a **Wellness Spa and Clinic** to provide a high profile, accessible, year-round facility which will provide WIL opportunities for Massage Therapy, Esthetician and other programs.
- The January 2016 Backfill initiative has identified Rooms A2129 and A2135 for repurposing as Esthetician laboratory space to accommodate the Esthetician program relocating from Cobourg Campus – effective September 2016.

### Planning Proposal - General

- Renovate, reconfigure and revitalize Levels 1 and 2 of A-Wing to develop high quality learning and support space and a strong identity for the School of Health & Wellness
- Enhance clustering of Health & Wellness and synergistic programs with relocation to A Wing of Esthetician lab from Cobourg, Paramedic lab from the portable and Skills for Justice lab from B Wing. Clustering enhances the creation of a 'home' for the School, enables interdisciplinary collaborations and sharing of resources, and promotes a spirit of collegiality
- Create flexible, multipurpose learning laboratories that support a range of program activities including simulations, demonstrations, role playing, and skills practice spanning interprofessional activities. Provide facilities for interviewing and counselling, video recording and debriefing
- Cluster clinics to create full service Spa / Wellness Clinic providing massage and esthetics services with enhanced visibility and access for clients
- Consolidate academic offices to provide modern office environment, ease of access to faculty for students, school identity, and collaboration and sharing of ideas and resources among staff
- Use circulation space to create social gathering space for School students to help build a sense of community, foster an interprofessional mindset, and enhance amenities for students
- Transform a wing of the college that is in poor condition to the Fleming 21<sup>st</sup> Century standard benefitting all users, enhancing the College's image and supporting recruitment during open houses and college tours. Design features such as transparency with the use of glazed wall will showcase and celebrate academic activities (as achieved with the Pharmacy Lab and KTTC workshops)

### Planning Proposal – Specific

#### A Wing – Level 1

- Renovate Nursing Lab (A1120) to create:
  - 2x **Nursing and Related Skills labs**
  - 1x **Interdisciplinary Simulation lab**

Interdisciplinary Simulation lab will support activities of a range of programs including Paramedic.
- Reconfigure and renovate Classrooms A1123 and A1111 (partial) to create a new **Skills for Justice lab** replacing the existing poor quality split level lab in B2299
- Renovate A1111 (partial) as **Classroom** to replace Classroom A1120
- Repurpose Home Practice Lab (A1126) for laboratory equipment **storage**
- Repurpose High School Classroom (A1130) as a **High Fidelity Simulation lab**
- Repurpose and renovate OTA/PTA/Fitness Lab (A1159), interview room (A1161) and Classroom (A1163) as **faculty offices and new classroom**. Implementing an open office accommodation model will allow faculty to benefit from natural light on the east side of the office suite.
- Renovate circulation space at south end of A1 currently housing lockers as attractive, bright **social/study space** for Health & Wellness students. Include area currently accommodating Facilities storage (A1106).

#### A Wing – Level 2

- Create new **Esthetician laboratory** in Classrooms A2129 and A2135 (in progress, Summer 2016). Adjacency to the Massage Clinic and lab (A2165, A2167, A2137) will create a **Spa / Wellness Clinic** cluster
- Repurpose Seminar Room (A2128) to **OTA/PTA/Fitness lab** relocating from A1159

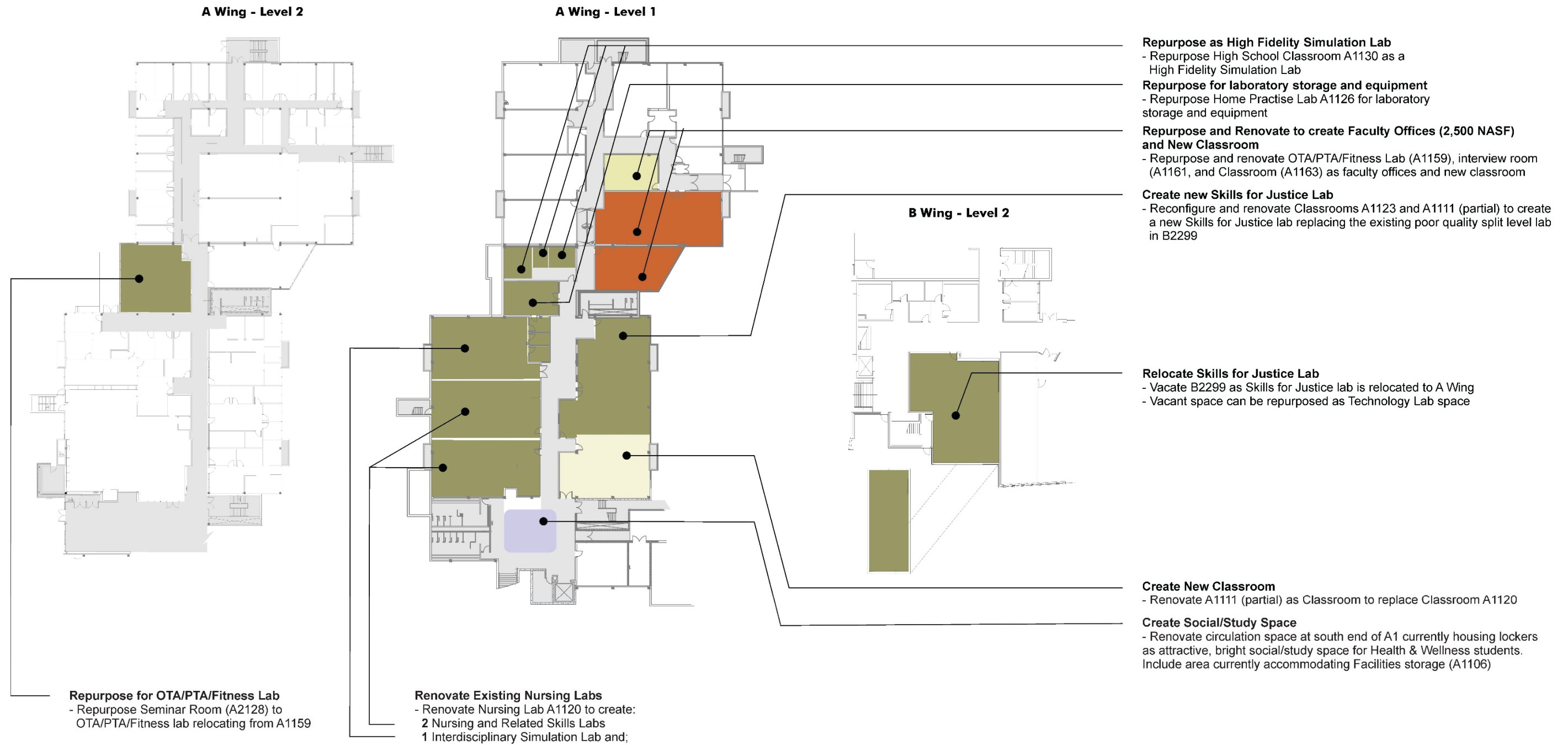
#### B Wing – Level 2

- Vacate B2299 as Skills for Justice lab is relocated to A Wing. Vacant space can be repurposed as Technology space – e.g. project space, lab for post-graduate program requiring students to work in an independent fashion, other

#### Note

Significant **clustering of the School of Health & Wellness and School of Community Development & Justice** can be achieved through the proposals set out in this section. This Package 1 proposal relocates the Skills for Justice lab to A Wing; options for consolidating offices for the Schools' Dean and Chairs and faculty offices in A Wing are described in the Package 4 proposal. Further clustering can be achieved if classroom space in A Wing is set up to serve as the Justice Courtroom lab to replace C2159.

**Package 1: Health & Wellness Cluster Revitalization**



## Package 2: Business Cluster Revitalization / A Wing Level 3

### Overview and Issues

- The School of Business is concentrated on A Wing, Level 3 which accommodates faculty offices, Culinary lab, Fulford's Restaurant, and a student lounge. The level also accommodates a Chemistry lab used by Health & Wellness programs and common pool classrooms.
- Configuration of circulation on A Wing, Level 3 is poor with an inefficient layout and access to many offices and classrooms only possible via narrow corridors.
- Despite upgrades to public space and signage, the confusing organization of space on the floor does not provide the School of Business with a strong identity or professional profile
- Culinary lab (A3168) utilization rates are very high peaking at 100% utilization in daytime Fulford's Restaurant (A3152) caters to members of the public but has low visibility
- Chemistry lab (A3160) utilization rates are very high peaking at 92% utilization in daytime
- The abutting configuration of two expensive lab spaces – Culinary and Chemistry – makes expansion or duplication of either lab not possible in the current location

### Planning Proposal - General

- **Reconfigure floor circulation** to provide more coherent navigation and welcoming, attractive access to the floor. Provide places for socializing/study (e.g. benches, casual seating) to animate the wing and create a sense of community
- **Consolidate academic offices** in an open office environment that provides a **strong identity for the School of Business** at the entrance to the wing, improves faculty office accommodation, promotes collegiality, and enhances student access to faculty by providing a single point of contact for the school.
- Use expanded circulation space to **create social gathering space** for Business students to help build a sense of community, and enhance amenities for all students
- Create the potential to **develop new teaching space and/or storage space to relieve existing pressure on the Chemistry lab and Culinary lab** due to high rates of utilization
- Create **high quality new classroom space**
- Transform a wing of the college that is in poor condition to the Fleming 21<sup>st</sup> Century standard benefitting all users, enhancing the College's image and supporting recruitment during open houses and college tours. Design features such as transparency with the use of glazed wall will showcase and celebrate academic activities (e.g. KTTC classrooms)

### Planning Proposal – Specific

#### A Wing – Level 3

- Consolidate as many Business faculty offices as possible to open office suite at main entrance to floor in location of existing Classroom A3120, adjacent offices and student lounge. Highlight identity of School with signage and welcoming, glazed entrance to office reception.
- Use vacated offices at northwest end of wing and Classroom A3159 to create:
  - new Dry Science laboratory AND/OR
  - new Preparatory Cold Kitchen AND/OR
  - Forensics lab (relocated from B2143) AND/OR
  - Science/Kitchen storage AND/OR
  - new classroom space

A new Dry Science lab will feature services only on the periphery of the room and will be suitable for instruction in basic science, physics, anatomy, etc. It will relieve pressure on the highly utilized Chemistry lab (A3160) at less capital cost than duplicating the existing wet lab

A new Preparatory Cold Kitchen is proposed as a less expensive complement to the full Kitchen available in A3168 where students can practice food preparation and other skills that do not require access to baking or cooking equipment.

- Consider relocating or reducing the size of the Washroom south of Fulford's Restaurant in order to allow signage and/or glazing that features Fulford's and makes it visible from a distance to those entering the floor
- Create 5 new high quality classrooms on the southwest zone of the wing
- Reconfigure and enlarge the main circulation spine by removing the 'island' created by A3129 – A3131 + A3143, A3114, A3116, A3141, A3113, A3101, A3121

Package 2: Business Cluster Revitalization

A Wing - Level 3



**Repurpose Classroom and Office Space**

- Use vacated offices and Classroom A3159 to create:
  - new Dry Science laboratory AND/OR
  - new Preparatory Cold Kitchen AND/OR
  - Forensics lab (relocated from B2143) AND/OR
  - Science/Kitchen storage AND/OR
  - new classroom space
- A new Dry Science lab will feature services only on the periphery of the room and will be suitable for instruction in basic science, physics, anatomy, etc. It will relieve pressure on the highly utilized Chemistry lab (A3160) at less capital cost than duplicating the existing wet lab
- A new Preparatory Cold Kitchen is proposed as a less expensive complement to the full Kitchen available in A3168 where students can practice food preparation and other skills that do not require access to baking or cooking equipment

**Potential Washroom Relocation/Reconfiguration**

- Consider relocating or reducing the size of the Washroom south of Fulford's Restaurant in order to allow signage and/or glazing that features Fulford's and makes it visible from a distance to those entering the floor

**Reconfigure Circulation**

- Reconfigure and enlarge the main circulation spine by removing the 'island' created by A3129 - A3131 + A3143, A3114, A3116, A3141, A3113, A3101, A3121

**Create Office Suite (3,200 NASF)**

- Consolidate as many Business faculty offices as possible to open office suite at main entrance to floor in location of existing Classroom A3120, adjacent offices and student lounge
- Highlight identity of School with signage and welcoming, glazed entrance to office reception

**Create New Classrooms**

- Create 5 new high quality classrooms on the southwest zone of the wing

### Package 3: Academic & Administrative Office Clustering

#### Overview and Issues

- The College was designed using the private / semi-private office accommodation model which has resulted in instances of 'rabbit warren' office set ups, staff distributed in different parts of campus, and space inefficiencies. As new buildings and renovations are undertaken, the College has adopted an open office accommodation model in which staff are provided with open workstations, and access to shared meeting rooms and private interview rooms. While this type of accommodation does not necessarily 'save' space, it does offer key advantages such as: the academic or administrative unit gains a stronger identity; a reception function ensures that all visitors are greeted and provided with assistance even if the individual they came to meet is unavailable; proximity to colleagues promotes collegiality and sharing.
- Academic offices, including the Schools of Health & Wellness and Community Development & Justice, are currently housed in 'rabbit warren' private and semi-private offices. The Schools have expressed interest in consolidating offices to promote interprofessional collaboration and sharing.

#### Planning Proposal – General

- Consolidate Administrative functions in B Wing, Level 2 east to provide backfill opportunities to enhance clustering of academic activities in A Wing (See Package 1).
- Co-locate and consolidate academic offices of the Schools of Health & Wellness and Community Development & Justice to support interprofessional collaborations and sharing. This initiative complements the development of shared labs among the Schools in A Wing (Package 1)
- Corollary benefits to the consolidation of Administrative functions include enhanced operational efficiencies due to proximity of staff.
  - VP, Finance & Administration will be closer to other members of the Executive Team
  - Synergies among Finance, Purchasing, Facilities and VP, F&A can be capitalized upon
  - Improved work settings for those currently accommodated in private / semi-private offices

#### Planning Proposal - Specific

- Relocate Vice President, Finance & Administration (A2126), Purchasing (A2122) and Facilities (C1201) to B Wing in location currently occupied by Duplicating Services (B2365) and Staff Lounge (B2367). Existing stair provides access to Executive Team office suite B3355. This move releases space in A Wing for consolidation of academic functions and releases C1201 for other uses
- Relocate Duplicating Services (B2365) to either:
  - C1201 (current Facilities office space) OR
  - A Wing west of Health Services (A2120, A2118, A2116, A2110, A2122.1)This move releases space for consolidating Administrative functions in B Wing
- Relocate Staff Lounge to C Wing Level 2 – space currently occupied by Classroom C2131, Offices C2151-54). New location offers natural light on two sides of the new lounge space. This move releases space for consolidating Administrative functions in B Wing
- Renovate vacated space to create high quality open academic office environments

#### A Wing – Level 2

- Renovate existing private and semi-private academic offices in north and west sections of Level 2 as high quality open office environment for academic staff of the School of Health & Wellness and /or School of Community Development & Justice
- Repurpose and renovate Offices A2126, A2122, A2125 (currently accommodating VP, Finance & Administration and Purchasing) as high quality open office suite for Dean and Chairs of Schools of Health & Wellness and Community Development & Justice. This proposal is contingent on the relocation of the VP and Purchasing to B Wing.
- Option: Repurpose Faculty Offices A2116, A2118, A2120, A2110 and A2122.1 to Print Shop relocated from B2365

#### B Wing – Level 2

- Renovate space occupied by Print Shop (B2365) and Staff Lounge (B2367) to Administrative office suite for VP, Finance & Administration, Purchasing and Facilities

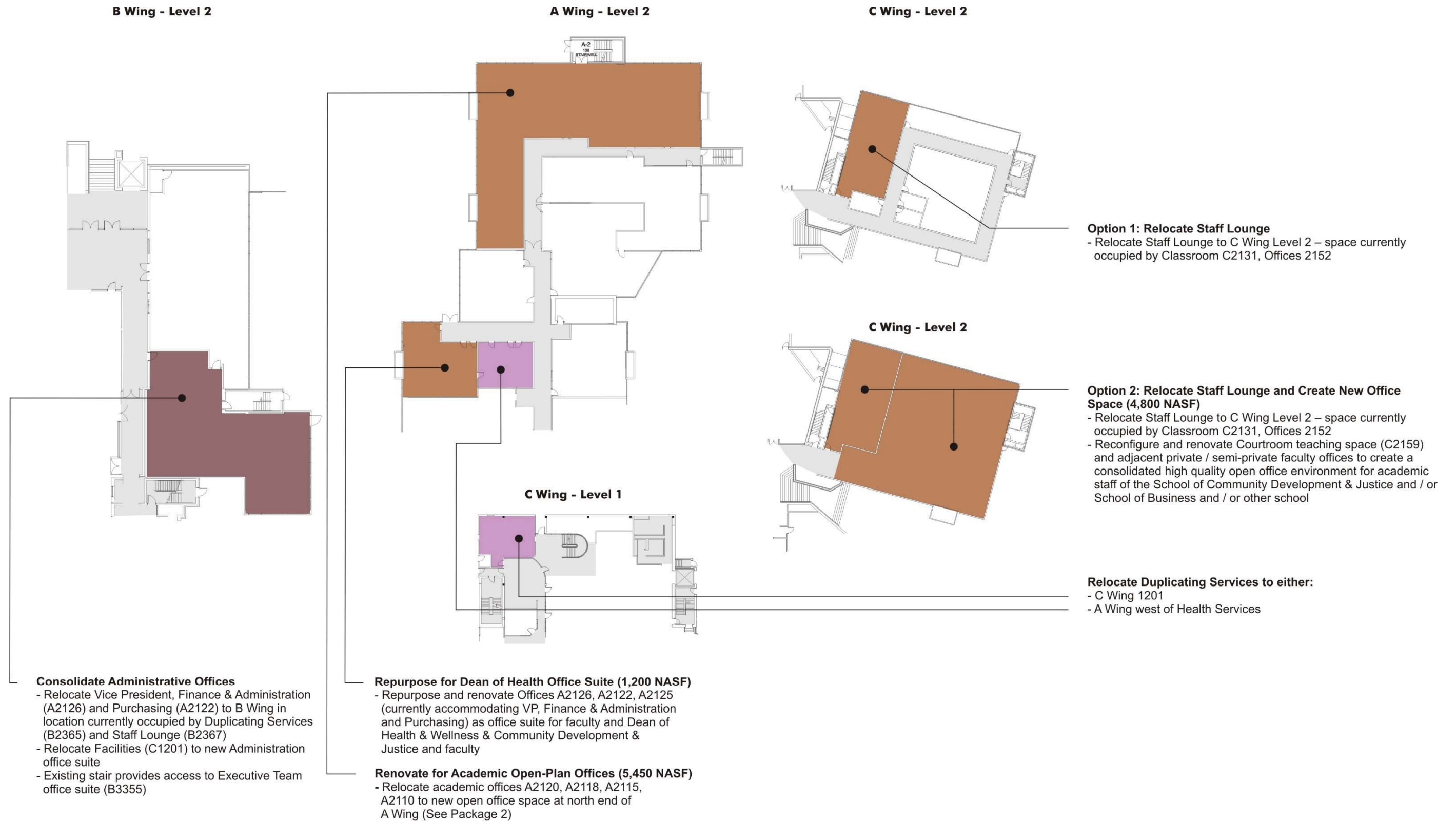
#### C Wing – Level 1

- Option: Repurpose Facilities Office C1201 to Print Shop relocated from B2365

#### C Wing – Level 2

- Renovate space occupied by Classroom C2131 and offices C2151 - C2154 to create new staff lounge to replace existing staff lounge in B2367
- Option: Reconfigure and renovate Courtroom teaching space (C2159) and adjacent private / semi-private faculty offices to create a consolidated high quality open office environment for academic staff – school(s) to be determined

**Package 3: Academic & Administrative Office Clustering**



## Package 4: Learner Support Facility Integration and Library Revitalization C Wing – Levels 0, 1, 2

### Overview and Issues

- Major learner support facilities at Sutherland Campus comprise two functional units:
  - Learning Resources Centre (LRC) – C Wing, Level 2
  - Library C Wing, Level 1Additional learner support services are co-located with either the LRC or Library and include Tutoring and Academic Skills Centre, Testing Centre, IT Service Desk, and Counselling
- Although the Library and LRC are vertically adjacent and connected by a staircase external to their respective entrances, they are physically separate entities.
- The Library presents a very traditional library environment and has zones of unused space
- Library and College managers identify the need to update the Library to reflect the changing role of library in the 21<sup>st</sup> Century. Key elements include providing a broader range of settings for collaborative and solo study, intensifying the use of space, re-considering the deployment of print collections (stacks have already been significantly reduced), and expanding the range of multi-media technologies and content production resources.
- Library and LRC managers have developed a position paper exploring the options and benefits of greater physical integration including incorporating additional services to provide optimum, seamless access to resources and learner support services for students
- C Wing Level 0 below the Library provides good quality office and learning space but in a difficult to find, windowless part of campus with poor accessibility. The College has been relocating functions from C0 to more easily accessed parts of campus and the majority of the suite is currently vacant.
- Business, Technology and other academic managers have identified a need for an Innovation Hub to provide a place on campus for the development of new business ideas

### Planning Proposal - General

- Improve the integration of learner support services and unify the suites of services, resources and facilities by creating a single access point in a highly visible location off the main entrance atrium of the campus
- Provide users with a single service point at the entrance to the integrated LRC/Library for both IT technical and information access support
- Update the Library to create a 21<sup>st</sup> Century learning environment
- Expand the provision of collaborative group work space and quiet study space and segregate quiet study space to ensure noise levels are appropriate
- Consider integrating into the plans an Innovation Hub that can be used by students and faculty from all program areas for access to resources and mentorship for business start-up, product development and other innovation initiatives. Can be used as applied project space as well. Hub should have good visibility and profile to generate interest.

### Planning Proposal – Specific

Detailed planning of the three levels will be carried out in the next stage of planning. The following allocations are preliminary options for consideration only.

#### C Wing – Level 2

- Reconfigure main entrance to LRC to encompass stairs leading down to Library on Level 1 and C0 suite in order to create a single access point for an integrated LRC/Library facility
- Create a main service point circulation and service desk to provide information to users about LRC, IT and Library resources
- Proposed Level 2 functions and activities:
  - IT Commons (partial)
  - Library services (partial)
  - Counselling Services
  - Accessibility Services
  - expanded collaborative group study rooms and settings in open areas
  - new types of study and group work environments – e.g. media pods
  - Innovation Hub
- Consider opening up views to the beautiful ravine setting on the south and east walls

#### C Wing – Level 1

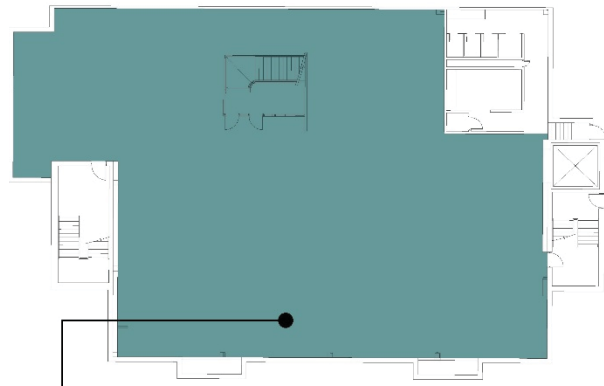
- Update Library space to create a 21<sup>st</sup> Century learning environment
- Proposed Level 1 functions and activities:
  - IT Commons (partial)
  - Library services (partial)
  - Library reference collection (partial)
  - Tutoring and Academic Skills Centre
  - Tutorial classrooms
  - expanded collaborative group study rooms and settings in open areas
  - new types of study and group work environments – e.g. media pods

#### C Wing – Level 0

- Proposed Level 1 functions and activities:
  - Library collections (partial)
  - Testing Centre
  - College Archive
  - Quiet study space
  - Additional group study rooms

**Package 4: Learner Support Facility Integration and Library Revitalization**

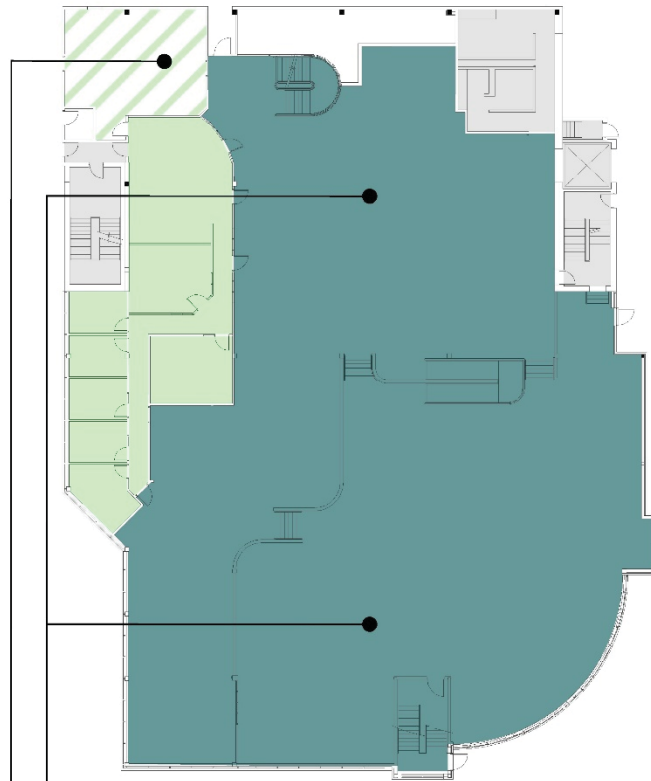
**C Wing - Level 0**



**Proposed Level 0 Functions**

- Library collections (partial)
- Testing Centre
- College Archive
- Quiet study space
- Additional group study rooms

**C Wing - Level 1**

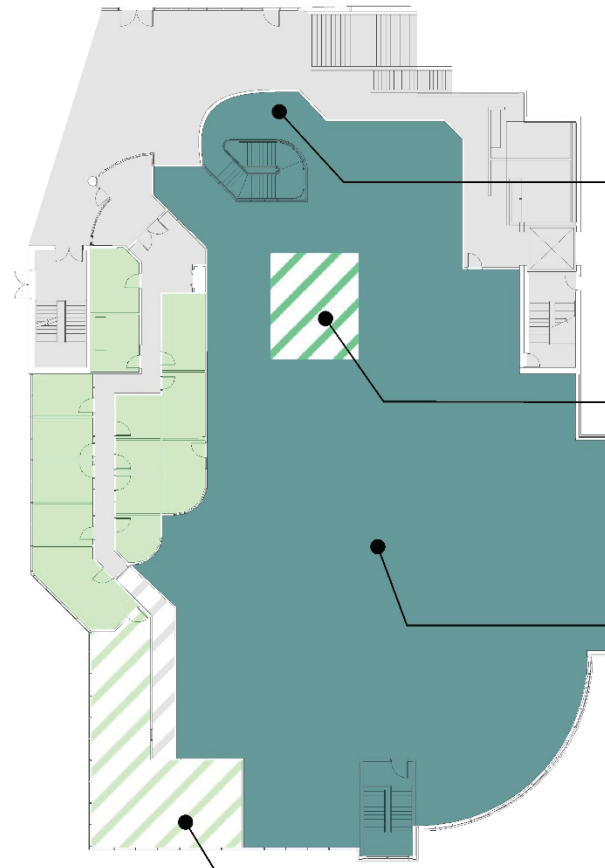


**Proposed Level 1 Functions**

- IT Commons (partial)
- Library services (partial)
- Library reference collection (partial)
- Tutoring and Academic Skills Centre
- Tutorial classrooms
- expanded collaborative group study rooms and settings in open areas
- new types of study and group work environments – e.g. media pods

**Potential Tutoring Growth Space**

**C Wing - Level 2**



**Reconfigure Main Entrance to LRC**

- Reconfigure main entrance to LRC to encompass stairs leading down to Library on Level 1 and C0 suite in order to create a single access point for an integrated LRC/Library facility

**Create Service Desk**

- Create a main service point circulation and service desk to provide information to users about LRC and Library resources

**Proposed Level 2 Functions**

- IT Commons (partial)
- Library services (partial)
- Counselling Services
- Accessibility Services
- Expanded collaborative group study rooms in open areas
- New types of study and group work environments e.g. media pods
- Innovation Hub

**Potential Counselling Growth Space**



# BOARD BRIEFING REPORT

**SUBJECT: Key Performance Indicators (KPI) Report on In-Year Results**

**Submission to: Public Board Meeting**

**Meeting Date: May 25, 2016**

**Agenda Item 6.1**

**Requested Action: For Information**

*(Risk Assessment applicable for decision items)*

## CONTEXT / PURPOSE *(brief statement of the issue or request)*

To communicate the results of the 2015-2016 Key Performance Indicators (KPI) data to the Board.

## BACKGROUND *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

Since 1998, the provincial KPIs have been gathered annually by two independent research firms for the colleges and for the Ministry of Training, Colleges and Universities. KPIs are used as a benchmark across the system, creating accountability and measuring satisfaction and success with programs and services in five areas:

- Graduate employment
- Graduate Satisfaction
- Employer Satisfaction
- Student Satisfaction
- Graduate Rate

For colleges, analysis of the data identifies areas of strength and those requiring improvement. Follow-up surveys and/or focus groups are often used to identify and/or clarify areas of concern so that strategies for improvement can be developed.

### Attachments:

- Slide deck

## Analysis

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

While in many cases Fleming is above the system average, the most recent data indicates a return to 2013-2014 levels. A review of the trends indicate that 2014-2015 was an anomaly and we were seeing, in part, a “Kawartha Trades and Technology halo effect”. In addition, it would appear that satisfaction levels were somewhat lower for international students than domestic students, and lower than previous years. This is an area that will have to be investigated further. Individual departments still need to look at the results in light of what strategies worked and what did not.

### Assessment of Potential Risk

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood of Risk Occurring High / Medium / Low	Impact if Risk Occurs High / Medium / Low
Lack of continuous improvement to not analyze KPIs	Low	Low

*Additional risks may be identified here: N/A*

**Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk**

After further analysis, strategies of where to focus efforts for improvement will be identified by both academic and service areas; implementation of the strategies will be tracked.

**Questions for consideration as part of the Board discussion**

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

**Implementation Strategy**

*Identify any matters to be addressed or steps to be taken in order to implement the recommendation.*

The results are being disseminated to the associated areas (both academic and service areas) for further analysis. More in-depth surveys and focus groups will be completed as required to better understand what improvement initiatives to undertake and KPI improvement plans will be identified and tracked both at the individual area and College level.

**CONCLUSION / RECOMMENDATION**

**To receive the report, for information.**

AUTHORED BY: Brian Bates, Strategic Planning and Development Office

# Key Performance Indicators

## 1. Graduate Satisfaction

How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?

*(% Very Satisfied or Satisfied )*

## 2. Employment Rate

# of graduates employed during MTCU reference week, 6 months after graduation *(of those eligible for work).*

## 3. Employer Satisfaction

How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?

*(% Very Satisfied or Satisfied - employers were contacted only if graduate gave permission )*

**Fleming College**

# Key Performance Indicators

## 4. Graduation Rate

% of graduates who complete program requirements within a time frame equalling 200% of program duration.

## 5. Student Satisfaction

Students included in KPI if they answered all 4 CAPSTONE questions (Q13, Q24, Q39, Q49) and semester question (Q2).

*(1st semester excluded)*

Q13: OVERALL, your program is giving you knowledge and skills that will be useful in your future career.

Q24: The OVERALL quality of the learning experiences in this program.

Q39: The OVERALL quality of the services in the college.

Q49: The OVERALL quality of the facilities/resources in the college.

**Fleming College**

# KPI Results

	FLEMING					SYSTEM				
	2013/14	2014/15	2015/16	% Diff 2013/14 vs. 2014/15	% Diff 2014/15 vs. 2015/16	2013/14	2014/15	2015/16	% Diff 2013/14 vs. 2014/15	% Diff 2014/15 vs. 2015/16
Graduate Satisfaction	79.1	79.8	81.7	+0.7	+1.9	80.1	80.0	80.3	-0.1	+0.3
Employment Rate	82.8	84.0	84.5	+1.2	+0.5	83.4	84.0	83.6	+0.6	-0.4
Employer Satisfaction	92.6	93.2	94.3	+0.6	+1.1	92.2	88.1	91.4	-4.1	+3.3
Graduation Rate	65.4	66.5	66.9	+1.1	+0.4	65.4	65.7	66.7	+0.3	+1.0
Student Satisfaction	77.2	80.3	77.6	+3.1	-2.7	76.3	76.2	76.8	-0.1	+0.6

Graduate, and employee satisfaction had gains, while Employment rate, Grad rate were flat, and student satisfaction returned to 2013/14 levels

**Fleming College**

# KPI Response

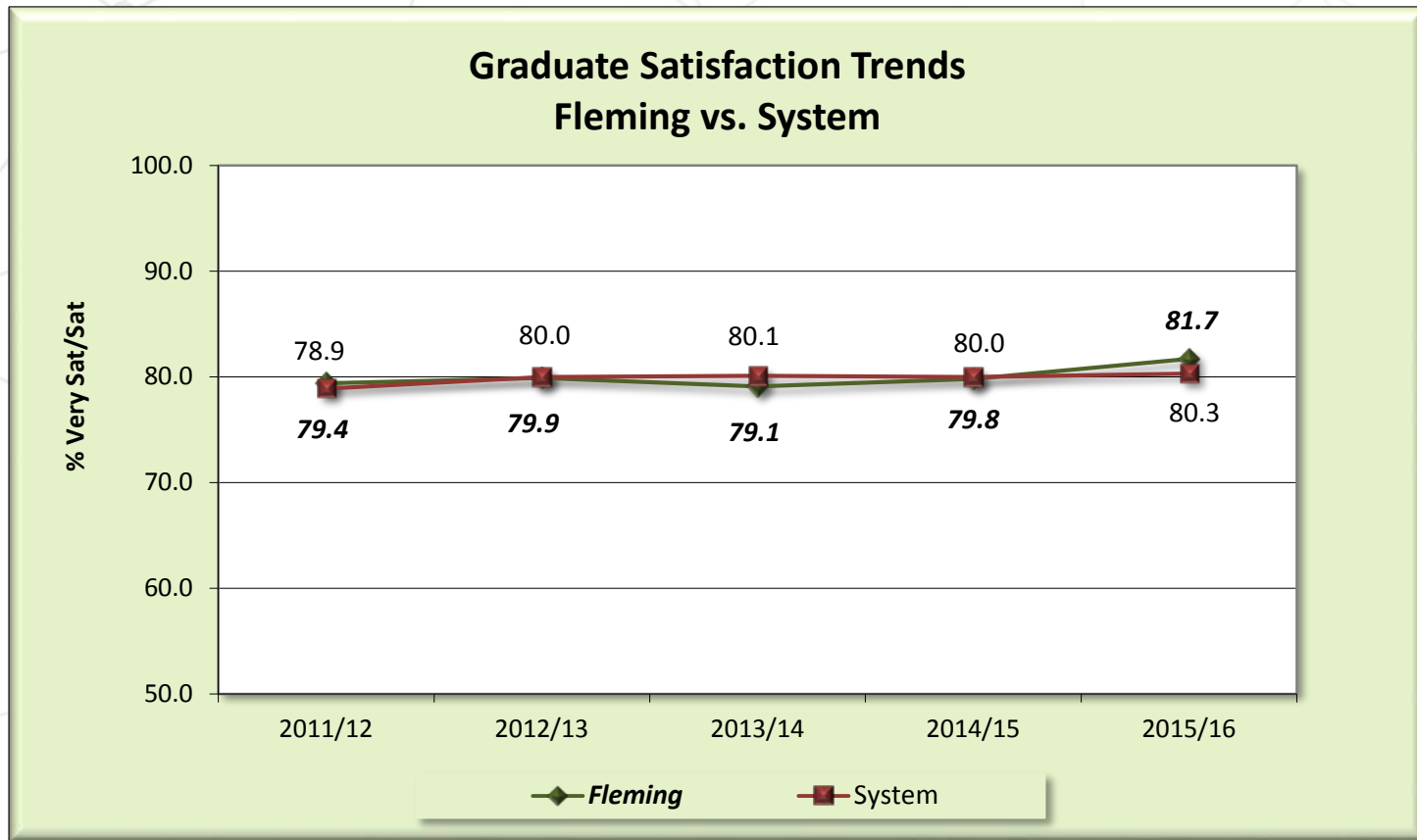
KPI Graduate Outcomes Survey					
Year	# Grads	# Valid Grad Satisfaction Surveys (Q34)	# Available For Work	# Employer Contacts (Permission)	# Valid Employer Surveys
2012/13	2,846	1,493	1,117	352	203
2013/14	2,866	1,289	982	329	147
2014/15	3,002	1,160	890	287	105

KPI Student Satisfaction and Engagement Survey			
Year	# Eligible Students	# Total Surveys	# KPI Valid Surveys
2013/14	5,569	4,246	3,730
2014/15	5,639	4,296	3,731
2015/16	5,546	4,273	3,776

KPI Graduation Rate		
Year	# Entrants	# Grads
2013/14	4,020	2,630
2014/15	3,911	2,601
2015/16	3,846	2,573

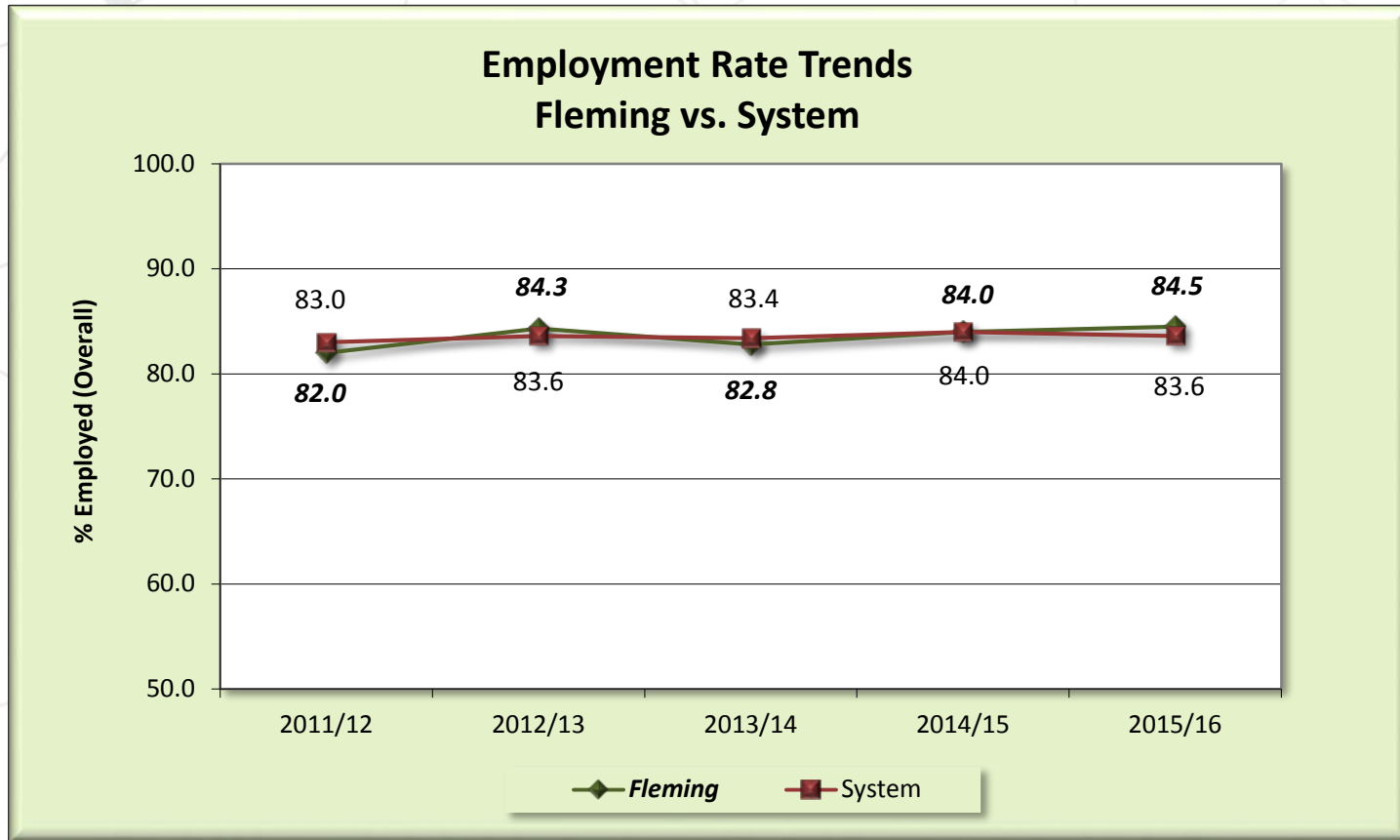
**Fleming College**

# KPI Graduate Satisfaction Trends



**Fleming College**

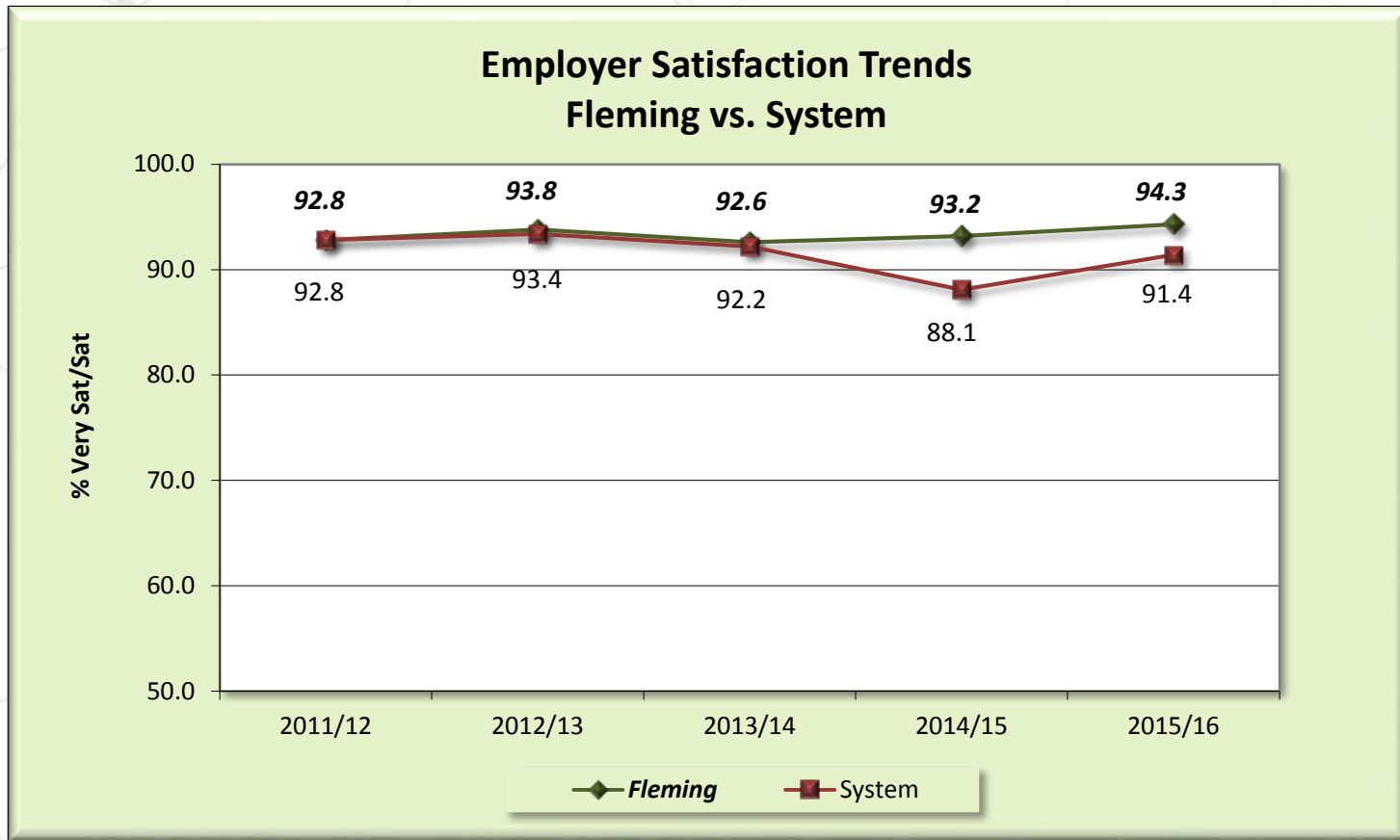
# KPI Employment Rate Trends



**Fleming College**

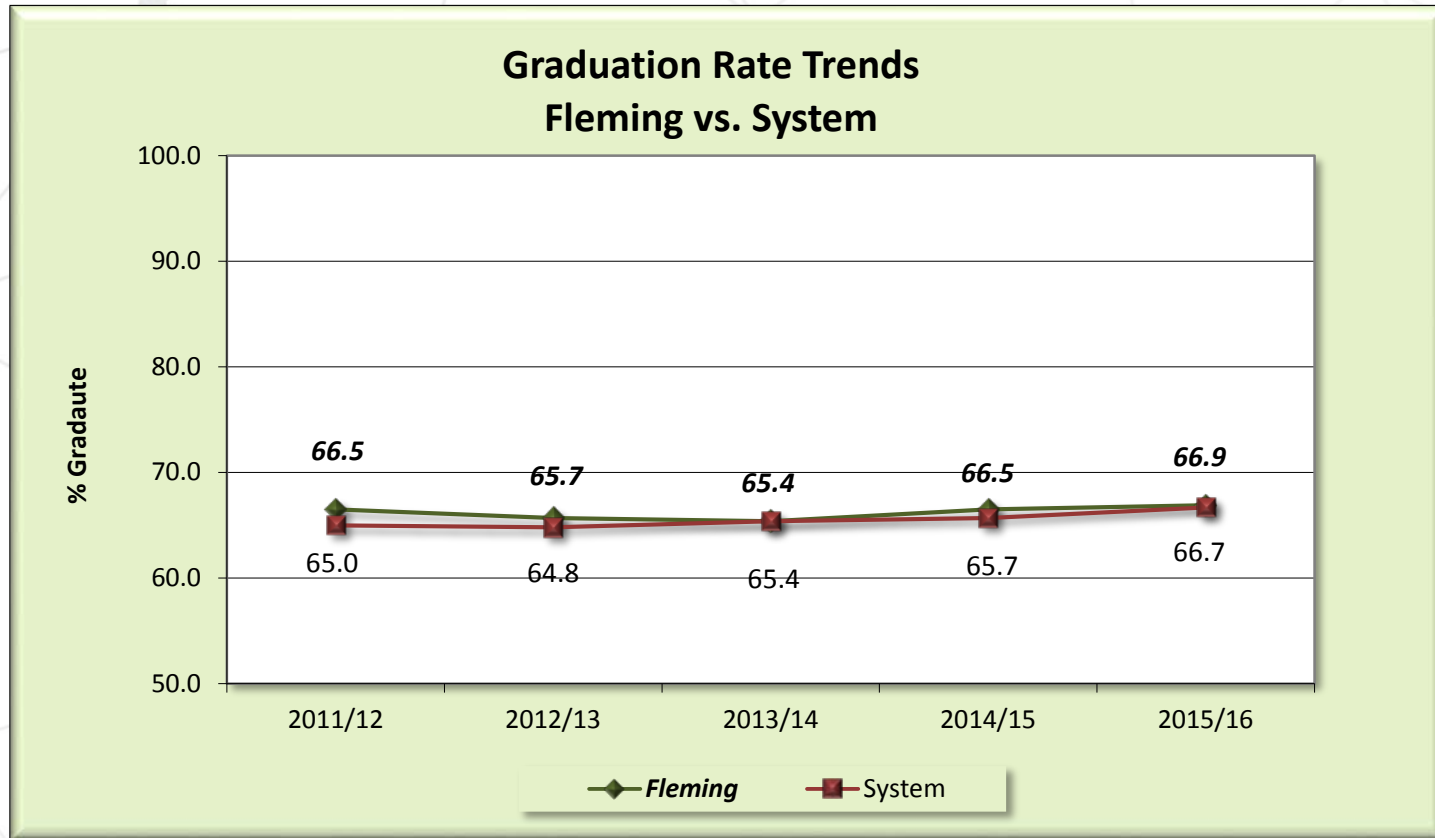


# KPI Employer Satisfaction Trends



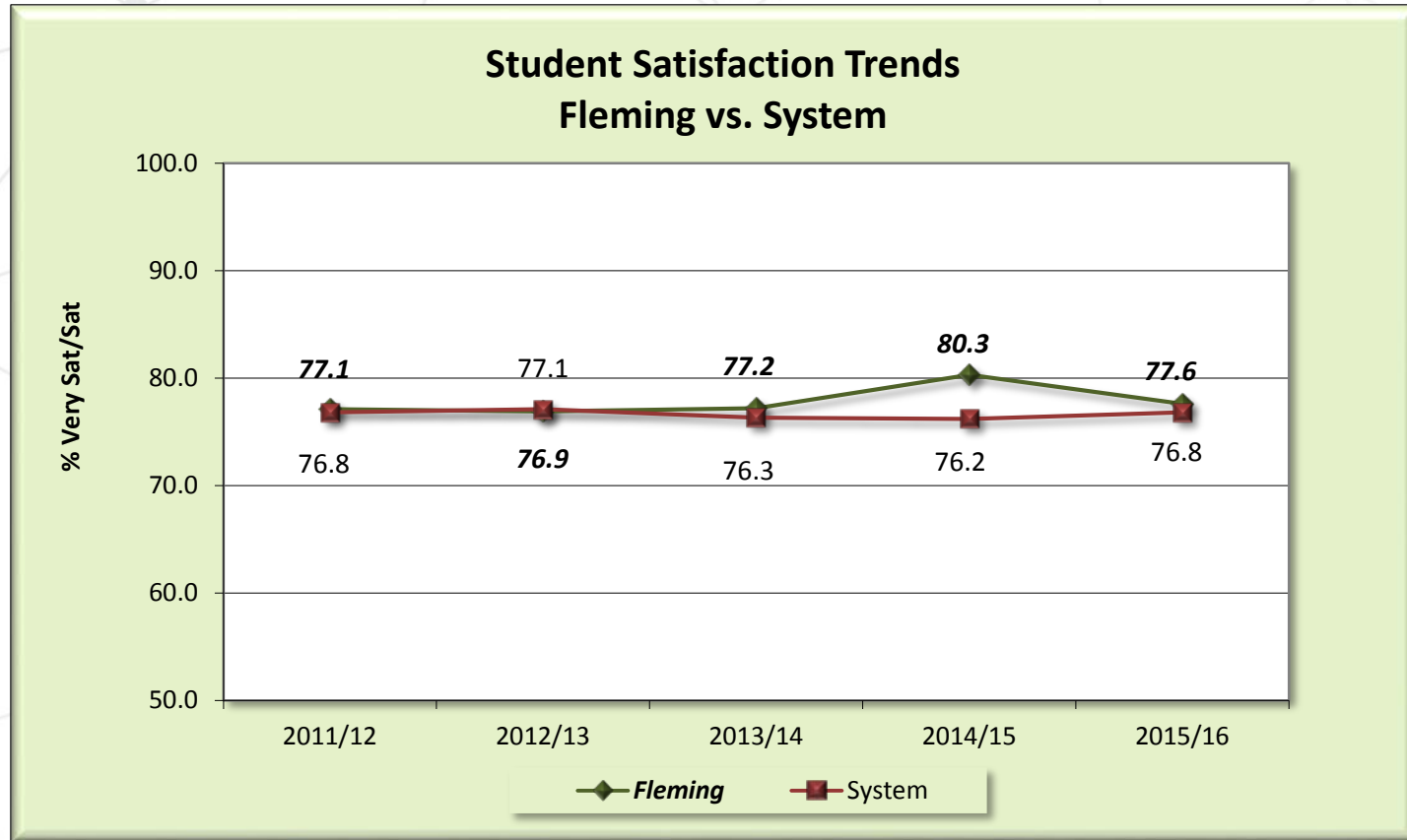
**Fleming College**

# KPI Graduation Rate Trends



**Fleming College**






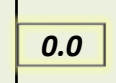
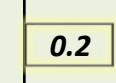



# KPI Student Satisfaction Trends



**Fleming College**

# KPI Student Satisfaction Results






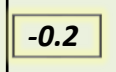
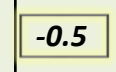
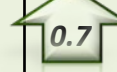
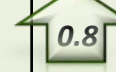
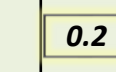
## (Fleming vs System)

	Year		Q13 Knowledge & Skills - Future Career			Q24 Learning Experiences - Program Quality			Q39 Quality of Services			Q49 Quality of Facilities/Resources			Overall KPI Student Satisfaction		
			VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %
<b>FLEMING</b>	2013/14	3,730	86.8	9.4	3.8	79.4	14.1	6.5	65.3	27.3	7.4	77.3	18.6	4.0	77.2	17.4	5.4
	2014/15	3,731	88.7	8.0	3.3	82.6	12.5	4.9	69.3	25.2	5.5	80.6	16.2	3.2	80.3	15.5	4.2
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	<b>% Diff</b>		 -2.9			 -2.5			 -3.8			 -1.4			 -2.7		
<b>SYSTEM</b>	2013/14	122,714	87.2	9.0	3.8	80.0	14.5	5.5	64.2	27.6	8.1	73.8	20.2	6.0	76.3	17.8	5.9
	2014/15	126,190	87.0	9.3	3.7	79.8	14.9	5.3	63.8	28.2	8.1	74.4	19.9	5.7	76.2	18.1	5.7
	2015/16	132,997	87.0	9.2	3.8	80.0	14.6	5.4	64.6	27.5	7.9	75.6	19.1	5.3	76.8	17.6	5.6
	<b>% Diff</b>		 0.0			 0.2			 0.8			 1.2			 0.6		

**Fleming College**

# KPI Student Satisfaction Results

## (Fleming vs Medium)

	Year		Q13 Knowledge & Skills - Future Career			Q24 Learning Experiences - Program Quality			Q39 Quality of Services			Q49 Quality of Facilities/Resources			Overall KPI Student Satisfaction		
			VS/S	Neither	D/VD	VS/S	Neither	D/VD	VS/S	Neither	D/VD	VS/S	Neither	D/VD	VS/S	Neither	D/VD
			%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
<b>FLEMING</b>	2013/14	3,730	86.8	9.4	3.8	79.4	14.1	6.5	65.3	27.3	7.4	77.3	18.6	4.0	77.2	17.4	5.4
	2014/15	3,731	88.7	8.0	3.3	82.6	12.5	4.9	69.3	25.2	5.5	80.6	16.2	3.2	80.3	15.5	4.2
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	<b>% Diff</b>		 -2.9		 -2.5		 -3.8		 -1.4		 -2.7						
<b>MEDIUM</b>	2013/14	38,748	88.2	8.3	3.5	81.2	13.6	5.2	65.8	26.6	7.6	75.9	19.1	4.9	77.8	16.9	5.3
	2014/15	39,795	88.1	8.6	3.3	81.4	13.8	4.8	65.7	27.5	6.7	76.7	18.8	4.5	78.0	17.2	4.8
	2014/15	40,840	87.9	8.5	3.7	80.9	14.0	5.1	66.4	26.9	6.8	77.5	18.3	4.2	78.2	16.9	4.9
	<b>% Diff</b>		 -0.2		 -0.5		 0.7		 0.8		 0.2						

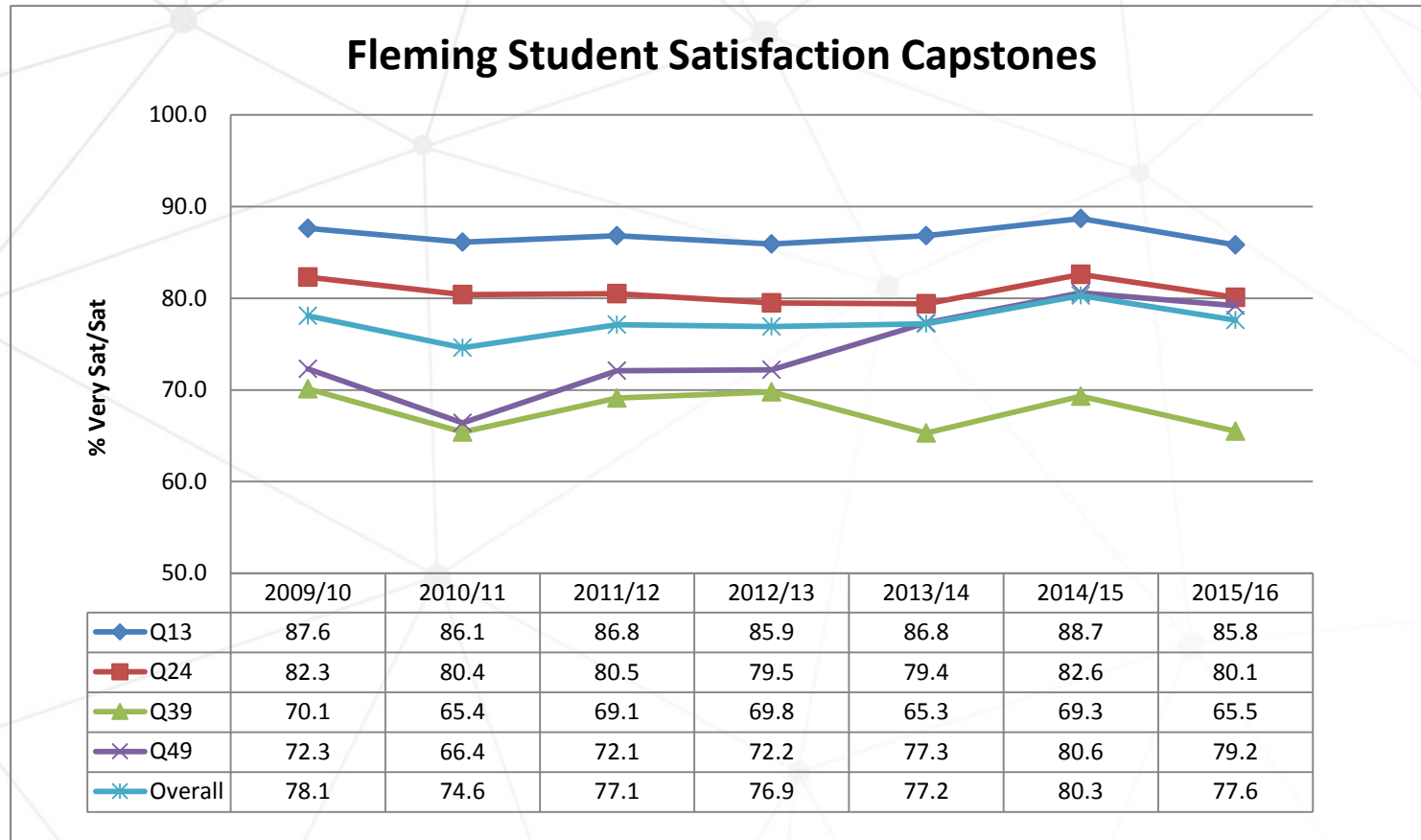
Medium-sized college grouping is based on number of enrolled students as reported to CCI Resources/CCI Research Inc. in each survey year:

2013/14: Conestoga, Durham, Fleming, Georgian, La Cité, Niagara, St. Clair, St. Lawrence

2014/15; 2015/16: Cambrian, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

**Fleming College**

# KPI Student Satisfaction Capstones



**Fleming College**

## BOARD BRIEFING REPORT

**SUBJECT: Postsecondary Enrolment Update**

**Submission to: Public Board Meeting**

**Meeting Date: May 25, 2016**

**Agenda Item 7.1**

**Requested Action: For Information**

*(Risk Assessment applicable for decision items)*

### **CONTEXT / PURPOSE** *(brief statement of the issue or request)*

This report provides insight into our projected Summer 2016 and Fall 2016 enrolment performance.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The registration period for the summer semester ends on May 20, 2016. As a result, Summer 2016 enrolment results were not yet final when this briefing report was prepared. We have projected estimates for summer enrolment that we believe are reasonable in terms of anticipated final outcome. The actual final outcome will be presented at the Board meeting. Fall 2016 enrolment activity is a work in progress. Students are continuing to apply, confirm and make payment. This will be ongoing until September. Indicators of Fall enrolment performance at this stage of the enrolment cycle remain strong.

### **Attachments:**

N/A

### **Analysis**

*Identify what has been done to date. An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.*

#### **Summer 2016 Postsecondary Enrolment**

Summer enrolment is traditionally less than our Fall and Winter activity. The final outcome for Summer 2016 is estimated to modestly exceed the overall summer target of 1203 students. This is expected to include a shortfall on intake that will be offset by gains from upper semester enrolments. Budget targets associated with postsecondary summer enrolment will be exceeded. The final outcome, which will be clear by May 20, will be presented at the Board meeting.

#### **Fall 2016 Postsecondary Enrolment**

Fleming's domestic intake target is 3% above last year. Our application and confirmation activity remains ahead of the system with applications up 2.5% (system down 2.5%), applicants up 1.1% (system down 2.5%) and confirmations up 5.5% (system down 1.6%). Fleming's conversion of applications to confirmations is also ahead of the system at 23.6% to 21.5% respectively.

Our international intake target is 223 which is 37 more students than last year. Applications are tracking 49% ahead of last year. Recruitment activity will continue over the next few months.

We will continue to monitor both domestic and international activity carefully and respond to opportunities and challenges that may arise.

**Assessment of Potential Risk**

Category (select all that apply):  Strategic  Compliance  Operational  Reputational  N/A

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood</b> High / Medium / Low	<b>Impact</b> High / Medium / Low
N/A		

*Additional risks may be identified here:* N/A

**Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:**

N/A

**Questions for consideration as part of the Board discussion:**

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

**Implementation Strategy**

*Identify any matters to be addressed or steps to be taken in order to implement the recommendation.*

N/A

**CONCLUSION / RECOMMENDATION**

**This Report is provided as an update.**

AUTHORED BY: Brenda Pander-Scott, Executive Director International Education, Enrolment Management & Registrar