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

Wednesday, June 22, 2016
3:30 p.m.
Frost Boardroom
Room 252
Lindsay, 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

1. Call to Order
- Confirmation of Quorum
- Welcome and Introduction of Guests
- Conflict of Interest Declarations (if any)

2. Additions/Deletions/Approval of Agenda *1-2*

3. Unanimous Consent Agenda *3*

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.

Approve the

3.1 Minutes of the May 25, 2016 Public Board meeting *4-6*
3.2 Summer Authority for Board Decisions *7-8*
3.3 Investment Performance Report for 2015-2016 *9-13*

Receive as information the:

3.4 Chair's Report *14-15*
3.5 President's Report *16*
3.6 College Activity Report *17-18*
3.7 Fleming College Sustainability Report (Year 3 Update) *19-25*
3.8 Investment Portfolio Review *26-61*
3.9 Financial Position at May 31, 2016 *62-65*

4. Business Arising from Previous Meetings (not otherwise covered on the agenda)
None identified

5. Matters for Board Decision

5.1 Meeting Schedule for 2016-2017 (Report enclosed) *66*
From the Executive Committee (5 min.)

5.2 New Program: Waste Management Graduate Certificate (Briefing Report enclosed) *67-80*
Presenter: Vice-President Schollen with Brian Bates (15 min.)

5.3 Revised Policy: Recognition of Academic Excellence (Briefing Report enclosed) *81-84*
Presenter: Vice-President Schollen (5 min.)

5.4 New Policy: Whistleblower (Briefing Report enclosed) *85-93*
Presenter: Vice-President Baker (5 min)

5.5 Award Tender: PeopleSoft Software Licensing Contract Renewal (Briefing Report enclosed) *94-95*
Presenter: Vice-President Baker (5 min)

6. Matters for Board Discussion

6.1 School of Environmental and Natural Resource Sciences Update (presentation enclosed) *96-104*
Presenters: Vice-President Schollen with Mary Ann Fader (10 min.)

7. Other Business (Information items and items removed from the Consent Agenda)

7.1 "Community Connections" Roundtable *(5 min.)*

7.2 "On the Table"
- Academic Newsletter, Summer 2016 edition

7.3 Recognition of Outgoing Governors *(5 min.)*
Governors with terms ending on August 31, 2015: Allison Bowes, Student Governor

8. Report from the In-Camera Meeting *(5 min.)*

9. Adjournment of the Public Meeting approx. 4:30 p.m.

Private Session (Governors Only)

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon June 22 until end of day June 23** on the **Surveys and Questionnaires** page of the **Board Portal**.*

UNANIMOUS CONSENT AGENDA

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Public Board Meeting
June 22, 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

3.1 Minutes of the May 25, 2016 Public Board meeting
3.2 Summer Authority for Board Decisions
3.3 Investment Performance Report for 2015-2016

and receive as information the

3.4 Chair's Report
3.5 President's Report
3.6 College Activity Report
3.7 Fleming College Sustainability Report (Year 3 Update)
3.8 Investment Portfolio Review
3.9 Financial Position at May 31, 2016

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BOARD OF GOVERNORS Public Meeting

Wednesday, May 25, 2016
Scholfield Boardroom, Room B3330
Peterborough, ON

Draft Until Approved

M I N U T E S

Present: Mr. Paul Downs
Ms. Shelley Knott Fife
Ms. Lori Geens, Board Chair
Mr. George Gillespie
Ms. Sue Kloosterman
Mr. Mike Leonard
Ms. Katherine MacIver
Mr. Dan Marinigh
Dr. Nancy Martin-Ronson
Mr. Mike Perry
Dr. Tony Tilly

Ms. Michele McFadden, Board Secretary

Regrets: Ms. Allison Bowes
Ms. Dana Empey
Ms. Rosemarie Jung
Ms. Heather Kerrigan

Senior Administration: Ms. Laurel Schollen, Vice-President Academic
Mr. Brian Baker, Vice-President Finance and Administration
Ms. Sonia Crook, Vice-President Human Resources and Student Services
Mr. Drew Van Parys, Executive Director Marketing and Advancement

Guests:
- *Item 5.4*: Mr. Terry Williams, Director College Facilities
- *Item 6.1:* Mr. Brian Bates, Director Product Development
- *Item 7.1*: Dr. Brenda Pander-Scott, Executive Director International Education, Enrolment Management and Registrar

1. Call to Order

The Chair confirmed **quorum** and called the meeting to order at 3:42 p.m. Those in attendance were **welcomed** and regrets noted. There were no **conflict of interest** declarations.

2. Additions/Deletions/Approval of Agenda

It was moved by Mr. Marinigh, seconded by Ms. Watson 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 Mr. Perry and Mr. Downs
THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the May 25, 2016 meeting and, by unanimous consent,

3.1 approve the minutes of the April 27, 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; and
3.4 receive the College Activity Report, as information.

Motion Carried
(Resolution BoG May25-2016 #1)

4. Business Arising from Previous Meetings

None identified.

5. Matters for Board Decision

5.1 Audited Financial Statements: Governor Gillespie presented the draft statements prepared by the auditors and reviewed by the Audit Committee at a meeting held earlier in the day.

Moved and Seconded by Mr. Gillespie and Ms. Kloosterman
THAT the Board of Governors of Sir Sandford Fleming College approve the 2015-2016 Financial Statements of Sir Sandford Fleming College indicating net assets at March 31, 2016 of $14,003,299.

Motion Carried
(Resolution BoG May25-2016 #2

5.2 Internally Restricted Net Assets: Any excess of revenue over expenditures or excess of expenditures over revenue generated by the residence as an ancillary operation is restricted for use to future residence operations or other direct student services. In presenting the recommendation of the Audit Committee, Governor Gillespie reiterated that the decision on the amount to be internally restricted for Residence operations is an internal College decision and is not driven by accounting standard, and the Sports Field Complex agreement requires a minimum annual contribution by both the College and the City of Peterborough to a reserve fund for future capital repairs and improvements.

Moved and Seconded by Mr. Gillespie and Ms. Watson
THAT the Board of Governors of Sir Sandford Fleming College reduce the 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.

Motion Carried
(Resolution BoG May25-2016 #3

5.3 Fleming College 2015-2016 Annual Report: Presented by Vice-President Crook, the Annual Report provides information on how the organization performed against expectations; the College successfully achieved the majority of the 65 objectives established in the 2015-2016 business plan.

Moved and Seconded by Mr. Marinigh and Mr. Downs
THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2015-2016 Annual Report.

Motion Carried
(Resolution BoG May25-2016 #4

5.4 Educational Consulting Services (ECS) Report – Sutherland Campus Interior Development Plan: Introduced by Vice-President Baker and presented by Mr. Williams, the 2009 Sutherland Campus Interior Development Plan is a long-term strategic roadmap for the phasing-in of future interior space priorities. The KTTC final space plan and esthetician/massage therapy integration

priorities are moving toward completion by September 2016; other projects will be managed as funding becomes available or through the annual capital planning process.

Moved and Seconded by Ms. MacIver and Ms. Knott Fife
THAT the Board of Governors of Sir Sandford Fleming College adopt the Sutherland Campus Interior Development Plan prepared by Educational Consulting Services (ECS) as a planning framework for space considerations across all campuses.

Motion Carried
(Resolution BoG May25-2016 #5

6. Matters for Board Discussion

6.1 Key Performance Indicators (KPI) Report on In-Year Results: Mr. Bates presented the results of the annual provincial KPI data released on April 20, 2016. To summarize, there were gains in Graduate Satisfaction and Employer Satisfaction, while Employment Rate, Graduate Rate and Student Satisfaction returned to the 2013-2014 levels; student satisfaction levels are also trending lower in international than domestic. Governors were afforded an opportunity to question Mr. Bates concerning the KPI results.

7. Presentation

7.1 Summer/Fall Enrolment Report: Dr. Pander-Scott presented an update on postsecondary enrolment for summer and fall 2016, noting that the registration period for the summer semester ended on May 20. To summarize, total overall enrolment for Summer 2016 is 1,257 on par with Summer 2015 enrolment of 1,261 students. The domestic and international breakdown is also similar to last year; 1,002 domestic and 255 international students for Summer 2016 compared with 1,023 domestic and 238 international students for Summer 2015. Looking to the Fall, applications to Fleming (as of May 25) are up 2.6% while the system is down 2.6% compared to Fall 2015; our confirmations are also up compared to this time last year. Governors were afforded the opportunity to question Dr. Pander-Scott concerning enrolment.

8. Other Business (information or update items and items removed from Consent Agenda)

8.1 "Community Connections": Participation in a variety of events were noted. Members were encouraged to review the monthly reports listed on the Consent Agenda.

9. Report from the In-Camera Meeting: The Board held a brief In-Camera meeting earlier in the day. At the meeting, the Board identified actions to implement for 2016-2017 arising from its annual operational review and held a preliminary conversation with respect to planning the 2016 Fall Retreat.

9. Adjournment of Meeting: It was moved by Ms. Watson, seconded by Mr. Marinigh and carried to adjourn the public meeting at 4:28 p.m.

Private session: Senior Administration and guests were thanked for attending the meeting and the Board moved into a private session.

Governors were reminded that a questionnaire to evaluate the overall effectiveness of the meeting was available until end of day Thursday on the Surveys and Questionnaires page of the Board Portal.

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BOARD BRIEFING REPORT

SUBJECT: **Summer Authority for Board Decisions**

Submission to: **Public Board Meeting**
Meeting Date: **June 22, 2016** **Consent Agenda Item 3.2**

Requested Action: **Approval** *(Risk Assessment applicable for decision items)*

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

To designate the Executive Committee to act on behalf of the Board for the summer meeting recess.

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

Responding to a request for clarity around delegation of Board authority, the Board approved minor changes in the mandate of the Executive Committee at its October 29, 2014 meeting. In this regard, the terms of reference specify that:

> *By resolution, the Board may delegate to the Executive Committee any such powers of the Board subject to such restrictions, if any, as may be imposed by an applicable statutory provision or as may be imposed from time to time by the Board.*
>
> *The Executive Committee is empowered to act on behalf of the Board during the summer as well as on other occasions when a quick decision is required and it is not possible to achieve the requisite quorum of Governors.*

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.

Meetings of the Board are not scheduled for the months of July and August. Granting authority for the summer recess has been a standard operating procedure of the Board thereby ensuring that urgent matters which may arise during the summer months are handled in a timely manner.

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
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

N/A

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College grant the Executive Committee authority to act on behalf of the Board on decisions that must be taken between June 23, 2016 and the first full meeting of the Board in the Fall 2016, with all such activity publicly reported at that meeting.

AUTHORED BY: Board Office

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BOARD BRIEFING REPORT

SUBJECT: Investment Performance Report for 2015-2016

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Consent Agenda Item 3.3**

Requested Action: Decision / Approval *(Risk Assessment applicable for decision items)*

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

A report summarizing the annual investment performance and confirmation of compliance.

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

The *Banking, Investment and Borrowing* Binding Policy Directive requires that the college board of governors review and approve, at least annually, an investment performance report. This report is to include a statement signed by the Senior Financial Officer stating that the college is in compliance with relevant legislative requirements and this policy.

- College Policy #4-419A, *Comprehensive Investment Policy Statement (IPS)*
- College Policy #4-419D, *Ministry Endowed Investment Policy Statement (IPS)*
- College Policy #4-424, *Operating Account Investment Policy Statement (IPS)*

Attachments:

- 2015-2016 Investment Performance 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 Comprehensive IPS and the Ministry Endowed IPS are both endowment funds where only the investment income earned can be distributed as bursaries and awards; the principal must be held in perpetuity.

The target asset allocation for the Comprehensive IPS includes 30% Canadian equities which is subject to market fluctuation, but the fixed income and the long term nature of the funds mitigates the equity fluctuation risk. The target disbursement award percentage is currently set at 3.5% under College Policy #4-421, *Endowment Policy*. The endowment funds' cumulative investment income is sufficient to provide bursary awards at the target percentage for fiscal 2016-2017 for all named funds even though the overall annual return was negative for the Comprehensive IPS.

The target assets allocation for the Ministry Endowed IPS includes 97% fixed income; however, as this endowment fund is 100% College funds, there are significant restrictions on the eligible bonds that can be held in the portfolio. Specifically, corporate bonds must be AAA rated, of which there are very few options available, and therefore, bank bonds and GIC's comprise the majority of the holdings. The IPS does not have a target of 3.5% due to the restrictions on the holding; however, there is only one named fund in this endowment and there is sufficient past investment income to disburse the 3.5% target for the next few years.

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
Endowment returns will not be 3.5% over the long term to allow for bursaries to be disbursed at the targeted rate	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

There are currently in excess of 150 individuals' named funds within the College total endowment funds. The target to be disbursed annually is set at 3.5%, but the actual award to be disbursed is determined based on returns net of awards issued for each named fund. This process mitigates risk by allowing earnings in excess of 3.5% in good years to be set aside to offset years where the full 3.5% is not achieved. As well, the Endowment Policy (which is referenced in the donor endowment agreements) allows the College to reduce or eliminate awards in years where the cumulative investment returns are not sufficient.

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

THAT the Board of Governors of Sir Sandford Fleming College approve the Investment Performance Report for 2015-2016.

AUTHORED BY: Office of the Vice-President Finance and Administration; Director Finance

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

Re: 2015/16 Investment Performance Report

The Ministry of Training Colleges and Universities (MTCU) Banking, Investments and Borrowing Binding Policy Directive (Policy), must be adhered to by the College. At least annually the Board of Governors is required to review and approve an investment performance report, signed by the senior finance official.

The MTCU Policy requirements differ for College Funds and Externally Restricted and Endowment Funds. Government matching endowment funds are deemed to be College Funds, therefore, all funds that are held by the College, with the exception of donations received through fundraising, are considered College Funds. College Funds are subject to the attached Investment Guidelines, while all other funds are subject to the requirements for organizations handling funds or property in trust under the Trustee Act.

The College has three Investment Policy Statements (IPS). The Operating IPS and the Ministry Endowed IPS are comprised entirely of College Funds and they provide a framework for the investment of operating cash not immediately required for operations and endowment funds, respectively. The third IPS is the Comprehensive IPS and provides guidelines to govern the investment of endowment funds which include a mix of College funds and Externally Restricted and Endowment Funds.

The cash not immediately required for operations, which falls under the Operating IPS was held in the College bank account and invested in guaranteed investment certificates with RBC Dominion ($ 8.1 million). These funds earned 1.13% during the year when invested with RBC Dominion and 1.0 % in the College bank account.

The Ministry Endowed IPS ($ 0.3 million) target asset allocation under the current IPS is 3% cash and equivalents and 97% Fixed Income. The annual market return for the year ended March 31, 2016 was 1.79%.

The Comprehensive ($ 7.5 million) IPS target asset allocation under the current IPS is 3% Cash and Equivalents, 67% Fixed Income and 30% Canadian Equities. The market return on the combined asset allocations during the fiscal year was -0.56%. This negative return is mainly due to the equity component of the portfolio which returned -7.09% for the year, however it exceeded the S&P/TSX Equity Income Total Return Index of -7.69%. The final quarter of the fiscal year produced more positive results exceeding the overall return target of 0.86%.

On March 31, 2011 an Ontario Hydro Bond ($ 0.2 million), with a yield of 3.96% was transferred to the College from the Fleming College Foundation and is expected to be held until its maturity in February 2018. There is not a specific IPS for this particular investment, however compliance with the Comprehensive IPS Eligible Investments and Quality Guidelines Sections is reviewed quarterly.

Sir Sandford Fleming College is in compliance with relevant legislative requirements in force for the fiscal year, as well as the Minister's Banking, Investments and Borrowing Binding Policy Directive

Brian Baker
VP Finance & Administration

June 9, 2016
Date

Investment Guidelines for College Funds

A college may only invest its College Funds, as defined in the MTCU Banking, Investments and Borrowing Binding Policy Directive, which are not immediately required to operate the college in the following securities, expressed or made payable in Canadian dollars, subject to the ratings identified in section VI:

I. Bonds, debentures and promissory notes or other evidence of indebtedness, issued or guaranteed by:

a. Canada or a province or territory of Canada, or

b. an agency of Canada or a province or territory of Canada.

II. Bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by:

a. a municipality in Canada;

b. a university in Ontario that receives ongoing operating and capital funding from Ontario;

c. the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;

d. a board of a public hospital within the meaning of the *Public Hospitals Act*;

e. a school board in Canada;

f. Ontario Infrastructure Projects Corporation; or

g. the Municipal Finance Authority of British Columbia.

III. Bonds, debentures, promissory notes, deposit receipts, deposit notes, certificates of deposit or investment, acceptances, commercial paper or similar instruments, issued, guaranteed or endorsed by:

a. a bank listed in Schedule I or II or a branch in Canada of an authorized foreign bank under the Bank Act (Canada);

b. a loan corporation or trust corporation registered under the Loan and Trust Corporation Act; or

c. a credit union to which the Credit Unions and Caisses Populaires Act, 1994 applies.

IV. Bonds, debentures, promissory notes or other evidence of indebtedness, issued by a corporation that is incorporated under the laws of Canada or a province of Canada; or

V. Promissory notes or commercial paper, other than asset-backed securities, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

VI. A college is not to invest in a security under subsection IV or V above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:

- “R-1 (high)” or “AAA” by Dominion Bond Rating Service Limited;
- “Prime-1” or “Aaa” by Moody’s Investors Services Inc.;
- “A-1+” or “AAA” by Standard and Poor’s; or
- “F1+” or “AAA” by Fitch Ratings.

VII. If an investment falls below the standard required in section VI, the college is to sell the investment within 90 days after the day the investment falls below the standard.

CHAIR'S REPORT

Public Board Meeting
June 22, 2016 **Consent Agenda Item 3.4**

Board Leadership

Each June, the Board elects an Executive for the next year. The outcome of the election meeting is not profiled until late August as the term of the current Executive runs through to August 31, 2016. At this time, I would like to extend my personal thanks to the sitting members of the Executive Committee and to the senior team and staff who provide support to the Board and its committees throughout the year.

Recognition of Governors

I would like to thank ***Allison Bowes***, who was elected as the Student Governor for 2015-2016 and welcome the Student Governor-elect, ***Joon Kim***, who joins the Board for a one-year term September 1, 2016.

Strategic Planning

Over the summer, the Executive Committee and Board staff will continue to develop the agenda for the Fall Board Retreat, tentatively scheduled as a full day Wednesday, September 28.

Convocation Highlights

Congratulations to the graduates of 2016! I would like to extend my personal thanks to Governors Merrett and Gillespie who officiated at ceremonies, and to Governors MacIver, Marinigh and Perry who provided assistance.

Eight **Valedictorians** were recognized by the Board:

- ***Cassandra Nikole Wingrove*** (Integrated Design), representing the graduates of the Haliburton Campus at the May 27 ceremony
- ***Lynzey Ruscitti*** (Fish and Wildlife Technician), representing the graduates of the Frost Campus at the June 3 ceremony
- ***Tina Hart*** (General Arts and Science – College Health Science Option), representing the graduates of the School of Trades and Technology and the School of General Arts and Science at the June 6 morning ceremony
- ***Elizabeth Govea Castellanos*** (Business Administration – Accounting), representing the graduates of the School of Business at the June 7 afternoon ceremony
- ***Kyle Hutchison*** (Pre-Service Fire Fighter Education and Training), representing the graduates of the Justice Programs, School of Justice and Community Development, at the June 8 morning ceremony
- ***Tanya Duncan*** (Developmental Services Worker), representing the graduates of the Community Development Programs, School of Justice and Community Development, at the June 8 afternoon ceremony
- ***Erin Parker*** (Massage Therapy), representing the graduates of the Arts and Heritage Programs (Haliburton) and the School of Health and Wellness, at the June 9 morning ceremony
- ***Natalie Horlin*** (Pharmacy Technician), representing the graduates of the School of Health and Wellness, at the June 9 afternoon ceremony

Professional Development
The Colleges Ontario **2016 Higher Education Summit** takes place on November 20 and 21 at the Sheraton Centre Toronto Hotel. Details on the annual conference will be circulated by the Board Office in the Fall. The **College Centre of Board Excellence 2016-2017 Program** holds in-person sessions geared to new governors leading into the Higher Education Summit, on November 19 and 20. Governors will receive a copy of the 2016-2017 CCBE Program in the Fall.

Correspondence
There was no Board correspondence received in the Board Office.

Opportunities for Governors
Have a happy, healthy and restful summer!

PRESIDENT'S REPORT

Public Board Meeting
June 22, 2016 **Consent Agenda Item 3.5**

Ministry of Training, Colleges and Universities
The Premier announced a new cabinet on June 13. We have both a new **Minister – *Deb Matthews*** – and a new ministry. The **Ministry of Advanced Education and Skills Development** will encompass the current mandate of the Ministry of Training, Colleges and Universities. In addition, employment and training programs in other ministries will be coordinated through the new ministry to create a more seamless experience for workers and job seekers and to help Ontarians prepare for the jobs of the future.

Minister Matthews will retain her responsibilities as the Deputy Premier and will have responsibility for Digital Government.

Colleges will continue to work with Minister Moridi whose portfolio focuses on Research, Innovation and Science.

Colleges and Institutes Canada
Colleges and Institutes Canada (CICan) is the national and international voice of Canada's publicly supported colleges, institutes and polytechnics. Its members work with industry and social sectors to train 1.5 million learners of all ages and backgrounds at campuses serving over 3,000 urban, rural and remote communities in Canada. The association operates in 29 countries via 12 offices around the world. *Perspectives* is CICan's official newsletter, providing a comprehensive overview of activities, events and partnerships nationally. Electronic newsletters are available at http://www.collegesinstitutes.ca/news-centre/perspectives/.

I attended the annual CICan Conference in Quebec City May 29 to 31 including a pre-conference session focussing on college roles in rural and remote areas. My term as a Director on the CICan Board drew to a close at the end of May 2016.

Colleges Ontario
Colleges Ontario and the Ministry of Training, colleges and Universities co-sponsored a symposium, *Shifting Into High Gear: Powering a high-performance economy* on June 20. Governor Downs and I attended the symposium.

COLLEGE ACTIVITY REPORT

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Public Board Meeting
June 22, 2016 **Consent Agenda Item 3.6**

OUR STUDENTS

Congratulations to the hundreds of Fleming College graduates who crossed the platform to receive their diplomas and certificates at eight convocation ceremonies.

The 2016 class of the *Sustainable Building Design and Construction* program are building an Alternative Energy Presentation Centre at Abbey Gardens. They have invited the public to tour the site located at 1012 Garden Gate Drive (off Hwy 118 in West Guilford) each Thursday from 3:00 to 4:00 p.m.

On June 6, we were advised of the passing of Frost student Jaena Thompson; she was in her second semester of the Environmental Technician program.

The *Fleming Knights men's varsity basketball team* will host a variety of fun basketball programs for all ages this summer.

Peterborough *Paramedics* hosted their Paramedic Recruits Ceremony May 26 at Market Hall in Peterborough and nine of the 14 new hires are *Fleming College graduates.*
The competition started with 520 applicants. Congratulations to our grads!

Anil Vakada, his sister Swetha Bandaru, and Swetha's husband Sandeep Gummadala are all proud members of the Fleming College community. The family were celebrating Anil's graduation from the *Wireless Information Networking* program on June 7, and were happy to share their experience at Fleming with Brenda Pander-Scott, Executive Director of International Education, at the convocation reception held in the Kawartha Trades and Technology Centre. Sandeep graduated in 2013 from the International Business Management program, which he took to gain international experience and learn about entrepreneurship. Swetha is taking the Health Information Management program.

OUR EMPLOYEES

Human Resources

Recruitment and Selection: For the May 13 to June 10, 2016 timeframe:

- The College posted 10 positions (a combination of permanent and temporary positions): 7 Support, 3 Academic.
- There was 1 *internal full-time* Support staff *transfer.*
- There were 2 *temporary full-time* Support staff *assignments.*
- There was 1 Support staff *resignation and/or termination.*
- There were 3 Support staff *leave*s (1 personal, 2 seasonal layoffs).
- There were 5 *returns from leave:* 3 Support (1 personal, 1 parental, 1 seasonal layoff) and 2 Faculty (1 personal, 1 parental).

With Sadness

Condolences to the family, friends and former colleagues of *Lilia Day*, a former faculty member who served as co-ordinator of the Early Childhood Education program in the 1970s and 1980s. Services were held on June 3.

Condolences to the family, friends and Fleming colleagues of *Alana Hermiston* who passed away June 8. Alana was a professor in the School of Justice and Community Development

Recognition

Congratulations to the following employee who achieved significant service milestones in May 2016:

10 years: Rebecca Wasson, Laura Gunning, Blane Bell, Maxine Mann
20 years: Joanne Duffy
25 years: Mary Ann Fader, Roseanne Manning

Congratulations to *Roger Fitch* on his permanent appointment as Chief Information Officer for Fleming College.

Student Services
Fleming has a *Student Rights and Responsibilities Office*, responsible for supporting the effective implementation, awareness and application of our sexual assault/sexual violence and student rights and responsibilities policies including delivery of educational workshops to the Fleming community and conducting investigations of potential policy violations.

Student Life, International Student Services
The *International Kitchen* is a place for international and Canadian students to learn to cook delicious, nutritious and economical international recipes for every diet. The June 28 event runs from 1:00 to 3:00pm.

Marketing, Communications and Liaison
Advancement and Alumni Relations
The Frost and Sutherland Convocation ceremonies were *live-streamed* from the College website, proudly sponsored by Nexicom. Missed a ceremony? Recordings are available through http://flemingcollege.ca/convocation/live-stream

The *2016 Alumnus of Distinction Award* was presented to *Bob Jameson* (Electro-Mechanical Engineering Technology –Robotics '82) at the School of Trades and Technology ceremony the morning of June 7.

The *2016 Employee Campaign for Student Success* is drawing to a close. The final campaign results will be announced at the June 23 All-staff meetings.

OUR COMMUNITIES

Fleming College won the Large Workplace Award for Peterborough Green Up's *Shifting Gears 2016* competition, which encourages educational institutions, workplaces and community members to bike, walk or use public transit in May. And a big congratulations to Shannon Hayes, Fleming Library Technician, who was the Shifting Gears winner of the Individual Challenge division!

Fleming employees participated in *Walk A Mile In Her Shoes* in Peterborough on May 27. The event aims to raise awareness of domestic abuse in our community. All proceeds from this event help the YWCA support women and children fleeing domestic violence.

The *Fleming Collegial Dragons* paddled hard at the Peterborough Dragon Boat Festival on June 11. The team had two good races and raised close to $3,000 for Peterborough Regional Health Centre's Breast Assessment Centre. Thank you to everyone who donated!

UPCOMING EVENTS

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

June 24: GIS Open House, 10:00am to 2:00pm at the Frost Campus. Graduates of the GIS-Application Specialist and GIS-Cartographic specialist programs will showcase products from the collaborative projects.

June 28: Haliburton Campus All-staff meeting at 2:30pm

July 4-8: Nature Explorer Summer Camp for children ages 7 to 10. Cost is $190. 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.

Fleming College
LEARN | BELONG | BECOME

BOARD BRIEFING REPORT

SUBJECT: Fleming College Sustainability Plan Annual Report

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Consent Agenda Item 3.7**

Requested Action: For Information *(Risk Assessment applicable for decision items)*

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

To provide the Board of Governors with an update on the Five Year Sustainability Plan (2013-2018).

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

The College released a Five Year Sustainability Plan in 2013, outlining goals, targets and actions in the areas of Curriculum, Operations, and Engagement, fostering a culture of sustainability across the College. The Office of Sustainability prepares an Annual Action Plan and reports back at the end of the year on progress to date; these reports are made available to the public through the Office of Sustainability website http://flemingcollege.ca/services/office-of-sustainability.

Attachments:

• Annual Sustainability Report (2015-2016)

Analysis

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

Highlights of this year's progress on Five Year Plan Goals include:

- 87% of diploma programs now contain the Sustainability Learning Outcome.
- 25% of diploma and certificate courses now contain elements of sustainability.
- Increase in applied learning in Business and Skilled Trades programs. 100 Business students engaged in sustainability applied projects this year alone. Engineering students in the *Managing Technical Projects* course developed project proposals for campus rain water catchment, LED interior lighting, roof gardens and more.
- Expansion of local food initiatives. The second year of the Sutherland Campus Farmer's Market saw higher staff and student participation. Aramark supported local farmers by purchasing local beef and chicken and food from the Sustainable Agriculture Garden. A 100 Mile Dinner "Moveable Feast" at the Frost Campus supported local farmers and the United Way.
- Improved transit service for the Sutherland Campus, due to a successful transit referendum conducted by SAC, which also includes numerous Sustainable Transportation initiatives such as partnering in bike share and car share programs.
- 33% increase in ridership in the second year of the Frost Shuttle with 39% of those students reporting that the shuttle influenced their decision to enroll at Frost.
- Facilities LED lighting upgrades will provide $47.3K in annual savings.
- Broader scope of tracking College GHGs.

Actions undertaken by the College are garnering International attention.

At just over the half-way point of the Five Year Sustainability Plan, the College is on track to meet targets in the areas of Curriculum, Engagement, Energy and Transportation. Areas that are not on track include Waste Reduction and Diversion; a Waste Reduction and a Diversion Strategy has been developed and its implementation will be a focus of the 2016-2017 and 2017-2018 Action Plans.

Overall, the College is on track to meet the goals and targets set out in the Five Year Sustainability Plan. The work undertaken by faculty, students and administrators across the College has laid the groundwork for Fleming to be a leader in sustainability as municipal, provincial and federal governments increase their focus on policies and funding programs that address climate change action. Amongst other sustainability issues, it will be important to graduate students with "green skills" to meet future challenges. The 2016-2017 and 2017-2018 Action Plans will focus on areas that continue to strengthen Fleming College's reputation as a leader in sustainability.

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
N/A		

Additional risks may be identified here:
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

To receive the Report, for information.

AUTHORED BY: Trish O'Connor

Accessible Version Is Available Upon Request

Fleming College

Annual Sustainability Report

YEAR IN REVIEW

Tony Tilly, President Fleming College

I am pleased to present our Third Annual Sustainability Report on achievements to date arising out of Fleming College's Five Year Sustainability Plan (2013-2018). This plan sets out specific goals and targets aimed at making sustainability an integral part of our academic programs, our operations and our engagement with the college community and beyond. Highlights of this report include the high level of engagement amongst our faculty and students as they bring sustainability into our classrooms, hallways and communities. Their efforts include a sustainability learning outcome in over 80% of diploma programs, applied projects aimed at reducing waste and increasing energy efficiency on campus and actions and events to support local food- to name just a few. These efforts have been reported in our local media and highlighted in international publications. We are also making progress towards targets in the areas of water, transportation, energy and greenhouse gas emissions. Action on issues such as climate change and the corresponding imperative of sustainability education – has become top of mind at the local, provincial, federal and international level like never before. Our priority is to prepare our students to be problem solvers and innovators in their fields of study so that they can become the graduates that will shape a more sustainable future.

Tony Tilly,
President, Fleming College

Fleming College | Office of Sustainability

Progress On Our Five Year Sustainability Plan

With two years left in our sustainability plan, we are tracking our targets in water, transportation, energy, curriculum and engagement with more to come on waste and local food.

Update- 5 Year Sustainability Plan

Indicator	Metric	Objective	Tracking - Fiscal Year			
			Baseline 2012-13	2013-14	2014-15*	Target
Energy	kWh/sq.ft	Reduce annual energy consumption per square foot* by 15% across all campuses	42.7	49.5	41.89	36.3
Water	m3/sq.ft.	Reduce total annual potable water consumption per square foot by 10% across all campuses	0.059	0.048	0.048	0.053
Waste***	kg/user	Reduce annual waste generated per campus user** by 10% across all campuses	0.070	0.073	0.088	0.063
Paper	#sheets	Reduce annual amount of paper used by 30%	10,980,441	11,042,211	10,099,916	7,686,309
Transportation		Achieve 50% of students & 20% of staff using sustainable transportation	Unknown	Unknown	Stud - 65% Staff - 12%	Students - 50% Staff - 20%
GHG Emissions****	eMTCO2/user	Reduce annual greenhouse gas emissions per weighted campus user by 10%	0.35	0.34	0.337	0.315
Local Food Content	%	Increase local/sustainable content in food provided by 3rd party provider to 40%	28%	19%	Not Available	40%
STARS Rating	Rating	Achieve Silver Rating by 2016	Bronze	Not Applicable	Not Applicable	Silver

B	C	D	E	F	G
Indicator	Objective	Tracking - Fiscal Year			
		2012-13 (Baseline)	2013-14	2014-15*	2015-16
Awareness	Complete 3 sustainability awareness surveys	None	Completed	None	Achieved
Awareness	Complete a minimum of 6 sustainability outreach vehicles, programs, or events	6+	6+	6+	6+
Student Experience	Number of sustainability focused & sustainability related courses – increase to by 50% by 2018	16%	Unknown	Unknown	Preliminary est. 25%
Student Experience	Number of students participating in community based learning (curricular/co-curricular) achieve 40%	Unknown	Unknown	Unknown	y to assess #s
Well-being	Sustainability Literacy Assessment - graduate measurement in place	No	No	No	Learning Outcome
Collaboration	Number of internal partnerships between academic programs/campuses that work to advance sustainability – 3 per year Years 3, 4, 5	Not applicable	No tapplicable	No tapplicable	3+
Collaboration	Number of partnership related projects, with external entities, that work to advance sustainability – target minimum 6 per year	Unknown	Unknown - C-Links	4	6
Use Sound Business Analysis	Number of green value stream initiatives undertaken – complete 1 per year	None	None	Paper use- GAS	gy underway'

HIGHLIGHTS - YEAR 3 ACHIEVEMENTS

GOAL 1 - Increase Awareness and Understanding of Sustainability

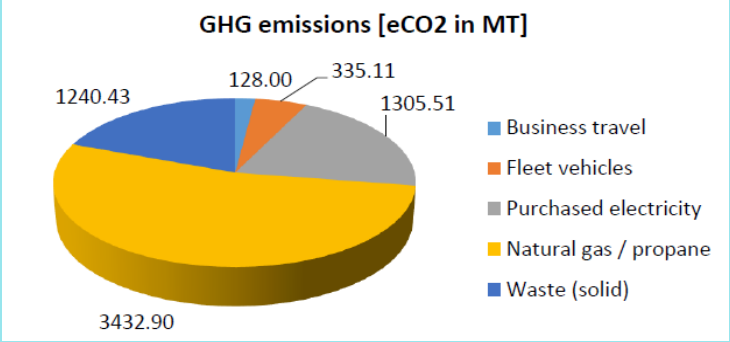
- Monthly Sustainability Awareness Tables, set up in the main foyer, engaged hundreds of students in awareness activities on waste reduction, water protection, local food, Earth Hour and how to make sustainable household products.
- Over 200 people attended this year's Ecosystem Management Student- Led Conference on Food, Energy and Water featuring hands-on workshops and a keynote address by CBC's Bob MacDonald.
- Sustainability goals and targets became part of our new Strategic, Academic and Business Plans.
- We are on track to achieve a STARS Silver Rating in 2016.
- The work of Fleming's staff and students was featured in the "International Sustainability Journal of Record" with a reach of hundreds of countries around the world.

GOAL 2 - Incorporate sustainability into the student experience

- 87% of our diploma programs contain our Sustainability Learning Outcome through required courses.
- 25% of all diploma and certificate courses contain elements of sustainability.
- Over 100 Business students engaged in sustainability applied projects with the Office of Sustainability this year alone (particularly International Business, Project Management and Marketing Students)
- Faculty have integrated sustainability into courses such as *Managing Technical Projects* where students developed proposals for the College covering rain water catchment, LED interior lighting, roof gardens and more.
- A new *Green Living Guide* has been introduced at residences, highlighting how students can live sustainably and affordably on campus.
- The Office of Sustainability took part in Welcome Days, Orientation and Open House - distributing a new campus *"Sustainability Walking Map"* and other information about sustainability on campus for incoming students.

GOAL 3 - Reduce negative environmental impacts of Fleming operations

- Transit service for the Sutherland campus will be enhanced thanks to the successful passing of a transit referendum conducted by SAC that will significantly increase transit service for students.
- The Frost Campus Shuttle has seen a **33%** increase of ridership between fall and winter in its second year of operations- A Survey of Shuttle users found that **39% of riders said the presence of the shuttle influenced their decision to attend Fleming and the Frost campus.**
- Facilities upgraded all exterior lighting to LEDs, as well as some interior lighting, including residence buildings.
- Facilities installed EV Charging Stations at the Sutherland Campus with a planned expansion to other campuses in partnership with the community.
- Campus naturalization plans have been implemented.
- A multi-campus Waste Reduction and Diversion Strategy has been developed for roll-out in Fall, 2016.
- Greenhouse gas emissions data is being refined and updated for reporting through STARS with "scope three" analysis to be completed in 2016.



GOAL 4 – Improve the well-being of Fleming students, staff, and the communities we serve

- In October, the Alumni Association and the Frost Campus Friends Committee hosted a 100 Mile Dinner Moveable Feast. Proceeds went to the United Way for the City of Kawartha Lakes and to financial assistance for students.
- Frost Campus faculty and students along with the Office of Sustainability provided project and facilitation support to Lindsay's "Neighbourhood Bounty" community garden initiative.
- An additional Local Food Box program was introduced at Sutherland campus to give students and staff access to fresh food from the *Sustainable Agriculture Garden* up to the month of December.
- Aramark supported local farmers by purchasing local beef and chicken as well as food from the Sustainable Agriculture Garden.
- The Sutherland Campus Farmer's Market was enhanced with a new, more accessible location (in front of the main doors) with more vendors and higher staff and student participation.

GOAL 5 - Collaborate on sustainability initiatives

- A successful partnership between the Culinary Program and the Frost Campus Atlantic Salmon Hatchery staff resulted in trout that were raised in the hatchery prepared and served at the Culinary Cast Iron competition in March. The Culinary Program also procured produce from the Sustainable Agriculture Garden.
- Partnerships with local stakeholders - local farmers and craftspeople who are our vendors for Farmer's Markets and events, community groups participating in our on-site Community Gardens, Transition Town-through Peterborough's Purple Onion Festival and the many community based partnerships
- The Office of Sustainability participates as member of Trent University Environmental Advisory Committee, Sustainable Peterborough, OCUSP and AASHE (including sharing best practices and presenting to and with these organizations); Fleming staff presented a workshop at Trent's Greening the Campus conference
- Fleming hosted Charles Hopkins, ESD Chair of UNESCO, who met with Fleming's Academic Task Force and attended Fleming classes to share best practices.

GOAL 6 –Sound business analysis for sustainability initiatives

- LED Lighting upgrades will provide 47.3 K in Annual Savings.
- The Frost Shuttle resulted in increased enrollment.
- Capital project proposals have included sustainability features (particularly energy efficiency upgrades) to support longer term savings on energy costs.

-SUSTAINABILITY ACROSS THE COLLEGE-

Early Childhood Education Program: Fleming's ECE program has become a leader in Ontario with its focus on outdoor play, nature education and reducing the use of plastic toys.

Business Programs: The inclusion of the Sustainability Learning Outcome in required courses such as Corporate Social Responsibility and Management Essentials has been accompanied by applied learning with close to 100 students undertaking projects in the Office of Sustainability.

Culinary and Chef Training: The theme of "Culinary with a Conscience" has been put into practice with students learning about the fully "life-cycle" of food from procurement to waste – including procuring food from our Aquaculture and Sustainable Agriculture programs.

Integrated Design: Offered at the Haliburton School of the Arts, this program leads off with its own "*Introduction to Sustainability"* course and, from there, brings sustainability into all aspects of design.

Ecosystem Management/ACBR
The Ecosystem Management program & Applied and Community-Based Research students work with conservation organizations in Parismina, Costa Rica on Marine Turtle research, community conservation projects and economic development for the local community.

Sustainable Building, Design and Construction Program: In 2016, the program will partner with Abbey Gardens Community Trust to build a new 1,200 square-foot off - grid Alternative Energy Presentation Centre which will feature the local company Haliburton Solar and Wind.

Indigenous Perspectives

In December, 2015, Fleming College signed the Indigenous Education Protocol with an implementation plan developed for the next three years. An Indigenous Perspectives Designation is now available through a number of programs throughout the College.

LOOKING FORWARD

In the final two years of our Sustainability Plan we will strive to meet all of our goals and targets with a particular focus on;

- Increasing waste reduction and diversion rates across the College through our Waste Reduction Strategy.
- Ensuring that the Sustainability Learning Outcome is backed up by strong assessment and that students gain recognition for sustainability skills upon graduation.
- Evaluating next steps in creating a Climate Change Action Plan and an Alternative Transportation Plan for the College.
- Supporting the integration of green features in our capital project proposals.
- Continuing to demonstrate the College's commitment to participation in and leadership on sustainability issues that affect students and our community.

Special thanks to the members of the Academic and Operations Task Forces for their role in the creation and ongoing implementation of Fleming's Sustainability Plan

For more information please go to:
http://flemingcollege.ca/services/office-of-sustainability

Our Learning Outcome

Students will be able to;

"Explain the interconnections between the broad principles of sustainability-which include human health and well-being, ecological health, social issues, and secure livelihoods-in order to support a better world for all generations."

BOARD BRIEFING REPORT

SUBJECT: Investment Portfolio Review

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Consent Agenda Item 3.8**

Requested Action: For Information *(Risk Assessment applicable for decision items)*

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

A summary of the investment performance of the Portfolios for the period ended March 31, 2016, as provided to the College by RBC Dominion Securities.

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

The Comprehensive Investment Policy Statement (IPS) requires quarterly reporting to the Board of Governors which includes the asset allocation, performance versus the benchmarks, a written statement of compliance with relevant sections of the IPS and a market commentary.

The Ministry Endowed IPS also requires quarterly reporting to the Board which includes the asset allocation and a written statement of compliance with the Quality Guidelines included in the IPS.

The Operating Account reporting to the Board is annual and includes an inventory of investments, average term to maturity if applicable as well as a list of all transactions.

Reference documents:
• College Policy #4-419A, *Comprehensive Investment Policy Statement (IPS)*
• College Policy #4-419D, *Ministry Endowed Investment Policy Statement (IPS)*
• College Policy #4-424, *Operating Account Investment Policy Statement (IPS)*

Attachments:
• Detailed reviews for the periods ended March 31, 2016

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 Comprehensive Reports are in compliance with the asset mix targets, the eligible investment guidelines, the investment limits as well as the fixed income quality and diversification requirements included in the related IPS.

The overall investment performance of the Comprehensive portfolio is measured against an annual target benchmark return of 3.5%. The most recent quarter has returned 2.76%, which exceeds the quarterly target of 0.86%.

As well, the performance of the equity portion, which is targeted to comprise 30% of the portfolio, is compared to the S&P/TSX Equity Income Total Return Index. The actual performance for the 3 months ended March 31, 2016 was 8.33% (net of fees) as compared to the benchmark returns of 8.65%. The returns are slightly lower than the benchmark for the most recent quarter; however, the one year actual returns exceeded the benchmark slightly.

The Comprehensive IPS includes a target of 30% Canadian equities; therefore this portion of the portfolio is subject to fluctuation. The remaining 70% of the portfolio is comprised of a ladder of fixed incomes, which must be rated “A” or better by a recognized Rating agency and are held to maturity.

The fixed income investments provide both current income for student bursaries and long term stability.

The Ministry Endowed Report is in compliance with the asset mix and fixed income quality targets. The Ministry Endowed portfolio is comprised entirely of cash, government bonds as well as bonds and GICs issued by banks listed in Schedule I or II under the Bank Act (Canada).

The Operating Report is in compliance with all aspects of the IPS and is invested in GIC's issued by banks listed in Schedule I or II under the Bank Act (Canada).

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
Continued negative equity returns could limit the amount of bursaries available for distribution on the Comprehensive Fund	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 objective of the IPS is to preserve capital and generate income to meet the target award percentage over the long term, currently 3.5%. It is recognized that the target return may not be achieved each and every year. As a result, returns in excess of 3.5% are set aside to offset years where the 3.5% target is not achieved and the actual returns are reviewed annually prior to setting the awards to be disbursed in the following 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.
N/A

CONCLUSION / RECOMMENDATION

There are no recommendations as this report is provided for information.

AUTHORED BY: Office of the Vice-President Finance and Administration, Director Finance

RBC Dominion Securities Inc.

SSFC Board of Governors Comprehensive Review

As at settlement date March 31, 2016

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

TABLE OF CONTENTS

Sir Sandford Fleming College of Applied Arts & Technology
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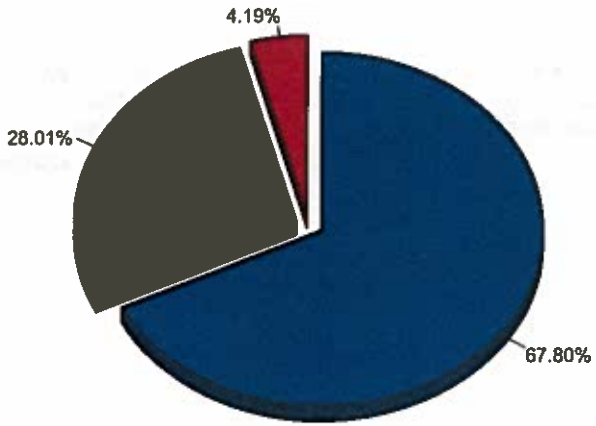
Asset Allocation

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

By Asset Class and Geography

As at March 31, 2016

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	5,096,674	67.80
Total Fixed Income	**5,096,674**	**67.80**
Equity - Canada	2,105,927	28.01
Total Equity	**2,105,927**	**28.01**
Cash and Cash Equivalents - Canada	314,713	4.19
Total Cash and Cash Equivalents	**314,713**	**4.19**
Total Canada	7,517,315	100.00
Total Portfolio	7,517,315	100.00

Reported in CAD

Total Portfolio Asset Allocation

As of March 31, 2016

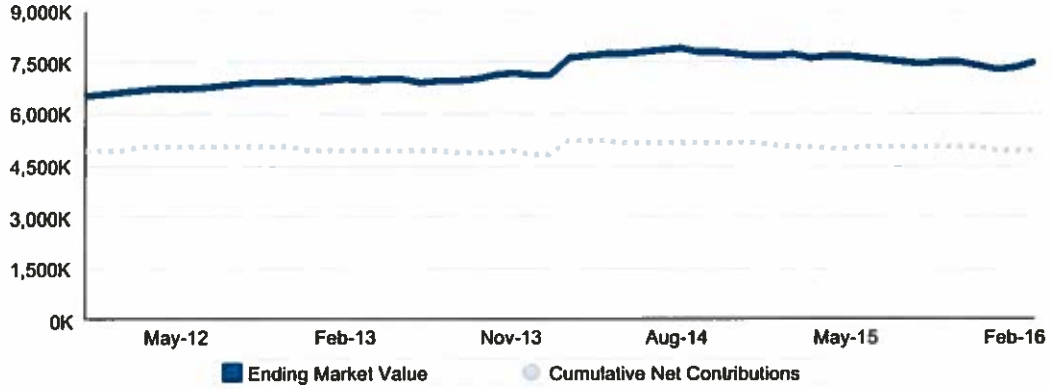
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	**Minimum**	**Maximum**
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	67.00%	55.00%	75.00%
Equity	30.00%	20.00%	40.00%

Market Value History

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

Sir Sandford Fleming College

January 1, 2012 to March 31, 2016



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions/ Withdrawals	Change in Market Value	Ending Market Value
2013	June	6,989,038.72	(560.00)	(82,532.70)	6,905,946.02
	September	6,905,946.02	(8,032.00)	117,961.76	7,015,875.78
	December	7,015,875.78	(88,010.21)	197,717.79	7,125,583.36
2014	March	7,125,583.36	418,948.00	139,922.51	7,684,453.87
	June	7,684,453.87	(74,964.00)	180,376.87	7,789,866.74
	September	7,789,866.74	85.23	26,588.28	7,816,540.25
	December	7,816,540.25	(9,283.00)	(85,011.96)	7,722,245.29
2015	March	7,722,245.29	(117,295.00)	56,462.69	7,661,412.98
	June	7,661,412.98	(9,356.00)	(24,028.68)	7,628,028.30
	September	7,628,028.30	(2,826.00)	(162,666.58)	7,462,535.72
	December	7,462,535.72	32,406.00	(61,375.26)	7,433,566.46
2016	March	7,433,566.46	(118,613.68)	202,163.64	7,517,116.42
TOTAL			**22,499.34**	**505,578.36**	

Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolios are in compliance with the IPS dated February 2014 in terms of the following sections:

-Asset mix
-Eligible investments
-Investment limits
-Fixed income quality and diversification

Portfolio Performance

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

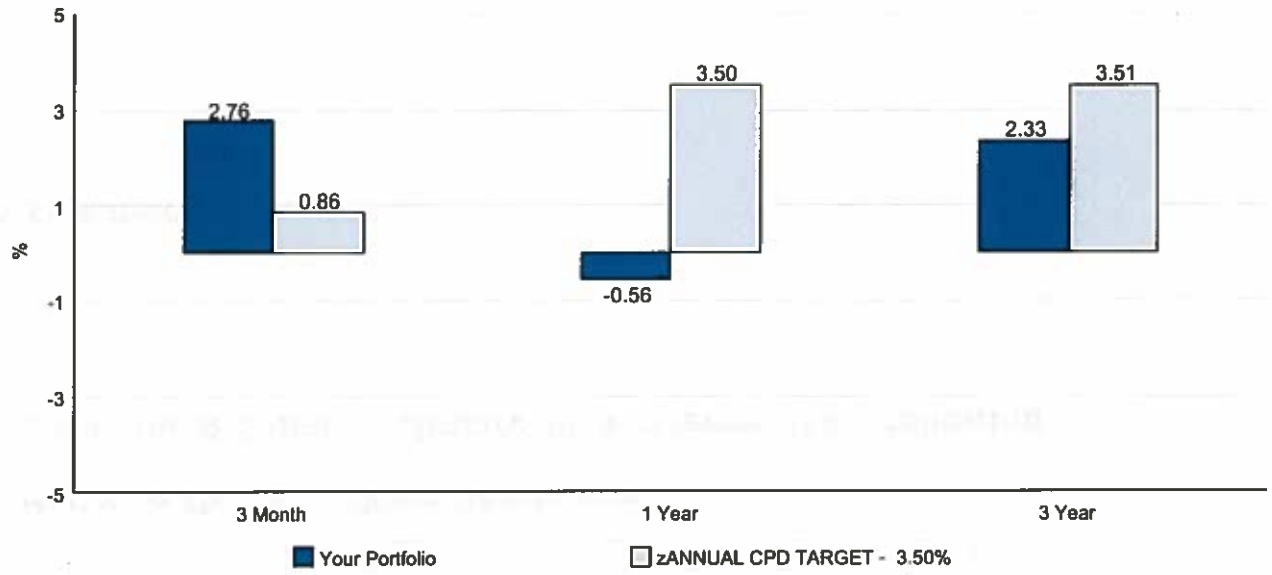
Sir Sandford Fleming College

January 1, 2012 to March 31, 2016

Portfolio Name / Benchmark	3 Month	1 Year	3 Year
Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)	2.76	(0.56)	2.33
zANNUAL CPD TARGET - 3.50%	0.86	3.50	3.51

- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and March 31, 2016
- Information regarding Performance Methodology can be found on the Statement of Terms page.

Annualized Returns



Data Driven

What a difference a few short weeks can make.

Through most of January and February, investors worried the bottom might be falling out-especially for commodities. Oil plummeted below $30/bbl, hitting fresh lows every day and prompting panicky speculation that sub-$20 oil was just around the corner. Short contract positions in oil soared. Copper and other industrial commodities slumped.

Some of the more excitable pundits asserted this was all evidence the U.S., and by implication all other developed economies, were about to slide imminently into recession. Investors apparently took note-not only did equity markets sink to new cycle lows, but measures of investor pessimism reached levels last seen at the worst moments of the financial crisis.

And then markets rallied-a "relief" rally by many accounts. Oil surged by 50% off its distress lows, iron ore prices moved sharply higher, while copper and most other metals strengthened.

Interest rates on less-than-investment grade bonds, which had spiraled up to extreme heights early in the year, implying widespread corporate defaults to come, fell and have continued to fall. Importantly, most U.S. economic data releases over the past two months have exceeded market expectations, capped off by the latest solid employment report and the re-acceleration of the manufacturing economy.

We think a U.S. recession is off the table-if it was ever on it. On the other hand, we acknowledge it's difficult to make a case that growth in the U.S. and developed economies is poised to accelerate to a more satisfying, comfortable pace.

For our part, equity investors should resist embracing extreme views. We look for most developed economies to continue to muddle along for as long as credit conditions remain constructive.

GDP growth should be fast enough to permit corporate sales to advance by 3%-5% in the coming 12 months, and earnings by 4%-7%. Combined with dividends, this would imply all-in returns from equities in the 6%-9% range. It's not mouth-watering-in fact, somewhat disappointing by historical standards-but more than adequate compared to available alternatives.

We continue to recommend global portfolios maintain a full benchmark commitment to equities.

Fixed Income

Canada

Stimulus measures included in the federal budget tabled by the Government of Canada on March 22 should add 0.5% to GDP in each of the next two years, according to the Department of Finance. This, coupled with recent strength in economic data, is supportive of RBC Capital Markets' view that the Bank of Canada will hold off on further rate cuts this year.

The preferred share market rallied approximately 9% in March. Interest rates moving higher, credit spreads tightening, and strong new issue performance have been supportive of this move higher. A continuation of these themes would be supportive of this tone lasting.

We remain constructive on preferred shares for investors with a medium to long-term outlook. Investors should look to add 5.50% dividend bank rate-resets, deeply discounted rate-resets in the pfd-3 space, and perpetuals from life insurance companies for a diversified basket of preferred shares.

Corporate bond spreads in both the high-yield and investment-grade sectors of the market tightened significantly in March. Investors looking to add to this space should do so in tranches, as ongoing volatility may result in more attractive opportunities.

Equity

Canada

The federal budget contained new spending initiatives that were broadly in line with expectations. Incremental infrastructure spending in excess of CA$10B over the next two fiscal years should provide a tailwind to engineering and construction firms.

Canadian banks have outperformed since reporting better-than-expected Q1 results with higher oil prices providing an additional tailwind. Following recent share price appreciation, the group's valuation discount relative to historical levels has compressed. We believe valuations offer limited scope for further expansion in the near term absent additional upside in crude oil.

Despite the recent rally in crude oil prices, many Energy companies remain overleveraged. We maintain our bias towards high-quality, well capitalized companies with the financial flexibility to take advantage of a sustained improvement in commodity prices. We expect Energy company cash flows to benefit from considerable cost savings realized during the energy bear market.

We are cautious on base metal producers given slowing growth in China amidst a shift from investment-led growth to a more services/consumer-oriented economy. The debt-burdened capital structures that are prevalent within this part of the Materials Sector could deliver extreme share price volatility in response to shifts in global risk sentiment.

What Does This Mean For Your Portfolio

Equity markets had a very strong quarter in Canada, encompassing almost all sectors of the index. Our portfolio was led higher by telco's, utilities, integrated oil and gas, consumer staples and banks.

Versus the S&P/TSX equity income index we still remain very conservative with underweights in energy as a whole and producers in particular, as well as in materials and healthcare. We remain overweight in the more conservative areas of financials, specifically banks, consumer staples, railroads and utilities.

Market Commentary.

As at March 31, 2016

We do believe that volatility will continue into the spring as oil looks to find some stability and geo political events such as the British Referendum on remaining within the European Union and OPEC meetings continue to influence world markets.

In terms of fixed income we will look to add some credit exposure in the spring should high quality corporate bonds be affected by concerns over worldwide economic growth.

Overall our performance was in line with our equity benchmarks over the last quarter and 12 months despite our more conservative stance. It is our intention to remain more conservative than our equity benchmark for at least the next quarter. The overall portfolio substantially exceeded our goal for the quarter which has helped bring longer term performance back towards our target of 3.5% annually.

Statement of Terms

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at March 31, 2016

Legal Disclaimers

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  THE SIR SANDFORD FLEMING COL - 3760716815001
  THE SIR SANDFORD FLEMING COL - 3760719512000
  THE SIR SANDFORD FLEMING COL - 3761072119000
  THE SIR SANDFORD FLEMING COL - 3761737919000

THE SIR SANDFORD FLEMING COL - 3761737919001
THE SIR SANDFORD FLEMING COL - 5111959010000
THE SIR SANDFORD FLEMING COL - 5112105415000
THE SIR SANDFORD FLEMING COL - 5112147615000
THE SIR SANDFORD FLEMING COL - 5112189310000
THE SIR SANDFORD FLEMING COL - 5112269013000
THE SIR SANDFORD FLEMING COL - 5112269112000
THE SIR SANDFORD FLEMING COL - 5112269211000

- For position not held in CAD, all values were converted using the following exchange rates:
  CAD converted to USD at CAD$1 - USD$0.77024
  USD converted to CAD at USD$1 - CAD$1.29830
- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.

Section Specific Disclaimers

Portfolio Performance

- Performance calculations use the Modified Dietz Method which adjusts for cash flows to calculate the monthly performance in this portfolio. Monthly returns are geometrically linked to calculate returns for periods greater than one month. Any return greater than 12 months is annualized.
  The Rate of Return and Investment Return calculations in your portfolio are net of investment management fees. For household portfolios a daily averaged priced exchange rate has been used to convert portfolios from their base currency to the reporting currency of the household portfolio.

RBC Dominion Securities Inc.

SSFC Board of Governors Equity Review

As at settlement date March 31, 2016

Sir Sandford Fleming College Equity (PIM)

TABLE OF CONTENTS

Sir Sandford Fleming College of Applied Arts & Technology
599 Brealey Drive
Peterborough, ON, K9J 7B1
Canada

Henderson Capital Management
Stephen L. Henderson, FCSI
Vice President and Director
Phone 705-743-4378 or
1-800-429-9507

Shaylene Pind, Associate
705-743-4492
Lee Ann Jenkins, Associate
705-743-4413

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Portfolio Performance

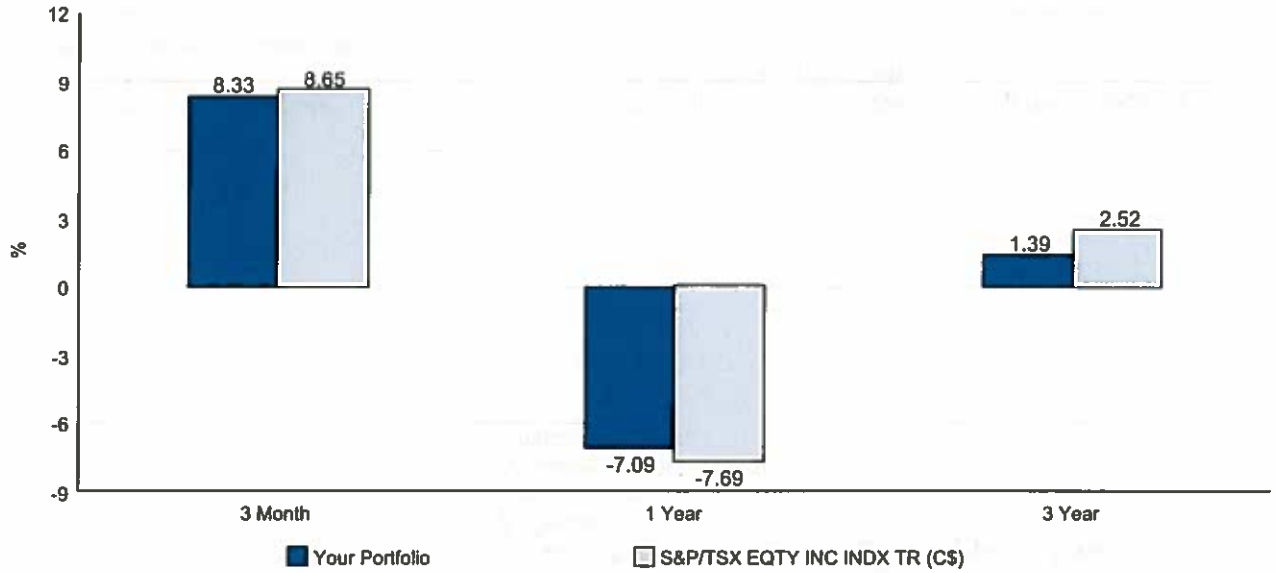
Sir Sandford Fleming College

January 1, 2012 to March 31, 2016

Portfolio Name / Benchmark	3 Month	1 Year	3 Year
Sir Sandford Fleming College Equity (PIM)	8.33	(7.09)	1.39
S&P/TSX EQTY INC INDX TR (C$)	8.65	(7.69)	2.52

- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and March 31, 2016
- Information regarding Performance Methodology can be found on the Statement of Terms page.

Annualized Returns



Reported in CAD

Statement of Terms

Sir Sandford Fleming College Equity (PIM)

As at March 31, 2016

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RBC Dominion Securities Inc.

SSFC Board of Governors Ministry Endowed Review

As at settlement date March 31, 2016

Sir Sandford Fleming College Bursary Ministry Funds

TABLE OF CONTENTS

Sir Sandford Fleming College of Applied Arts & Technology
Ministry Endowed Funds
599 Brealey Drive
Peterborough, ON, K9J 7B1
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Vice President and Director
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1-800-429-9507

Shaylene Pind, Associate
705-743-4492
Lee Ann Jenkins, Associate
705-743-4413

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RBC Wealth Management
Dominion Securities

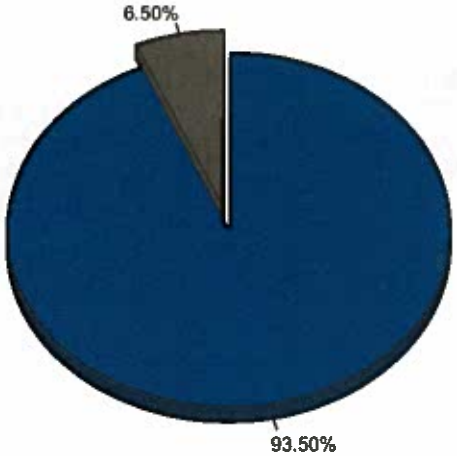
Asset Allocation

Sir Sandford Fleming College Bursary Ministry Funds

By Asset Class and Geography

As at March 31, 2016

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	283,020	93.50
Total Fixed Income	**283,020**	**93.50**
Cash and Cash Equivalents - Canada	19,682	6.50
Total Cash and Cash Equivalents	**19,682**	**6.50**
Total Canada	302,702	100.00
Total Portfolio	302,702	100.00

Investment Policy Statement

March 31, 2016

Total Portfolio Asset Allocation

As of March 31, 2016

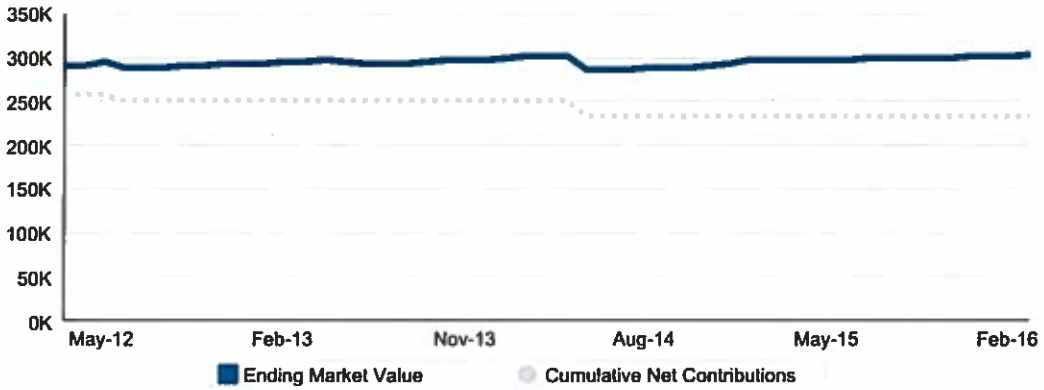
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	**Minimum**	**Maximum**
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	97.00%	90.00%	100.00%

Market Value History

Sir Sandford Fleming College Bursary Ministry Funds

Sir Sandford Fleming College

April 1, 2012 to March 31, 2016



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions/ Withdrawals	Change in Market Value	Ending Market Value
2013	June	294,809.20	0.00	(2,630.22)	292,178.98
	September	292,178.98	0.00	1,790.95	293,969.93
	December	293,969.93	0.00	2,296.73	296,266.66
2014	March	296,266.66	0.00	4,173.15	300,439.81
	June	300,439.81	(18,000.00)	3,381.08	285,820.89
	September	285,820.89	0.00	2,280.14	288,101.03
	December	288,101.03	0.00	3,948.60	292,049.63
2015	March	292,049.63	0.00	5,312.75	297,362.38
	June	297,362.38	0.00	475.24	297,837.62
	September	297,837.62	0.00	1,143.69	298,981.31
	December	298,981.31	0.00	1,974.80	300,956.11
2016	March	300,956.11	0.00	1,734.63	302,690.74
TOTAL			**(18,000.00)**	**25,881.54**	

Reported in CAD

Compliance Statement.

Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolio is in compliance with the IPS dated February 2014 in terms of the following section:

Fixed income quality

Legal Disclaimers

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RBC Dominion Securities Inc.

SSFC Board of Governors - Operating Annual Review

As at settlement date March 31, 2016

Sir Sandford Fleming College Operating account

TABLE OF CONTENTS

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Operating Account
599 Brealey Drive
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Canada

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Stephen L. Henderson, FCSI
Vice President and Director
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Portfolio Performance

Sir Sandford Fleming College Operating account

12 month without benchmark

January 1, 2012 to March 31, 2016

Portfolio Name / Benchmark	1 Year
Sir Sandford Fleming College Operating account	1.13

- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and March 31, 2016
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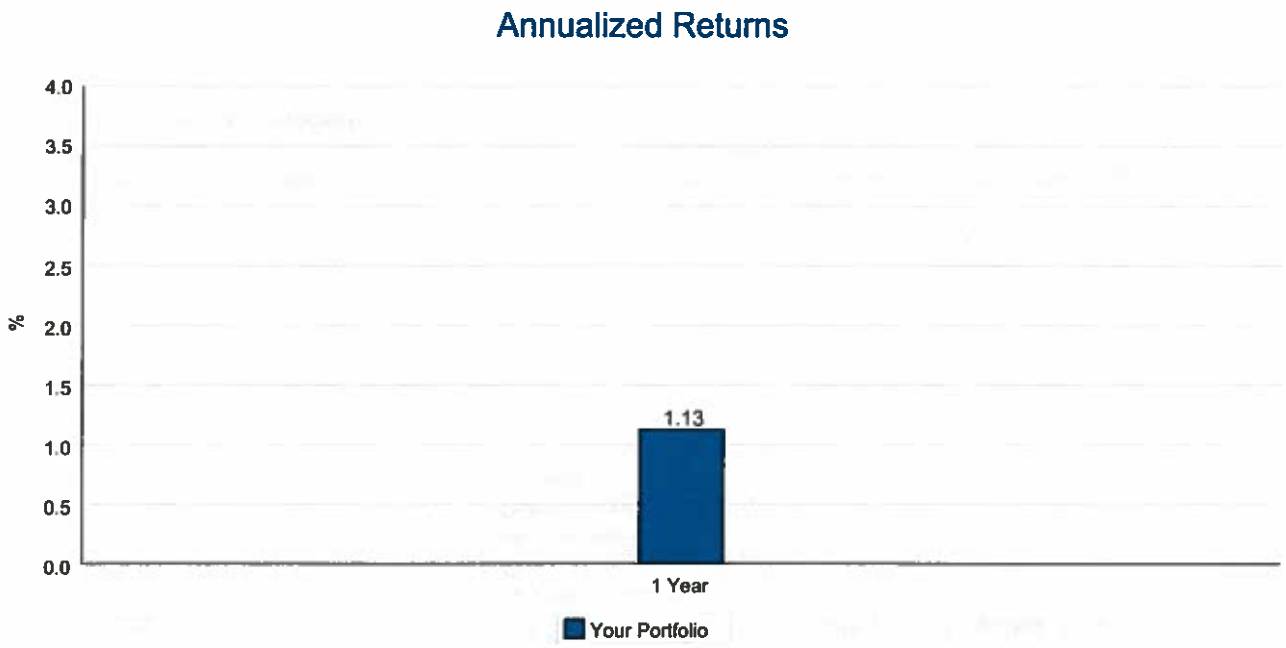


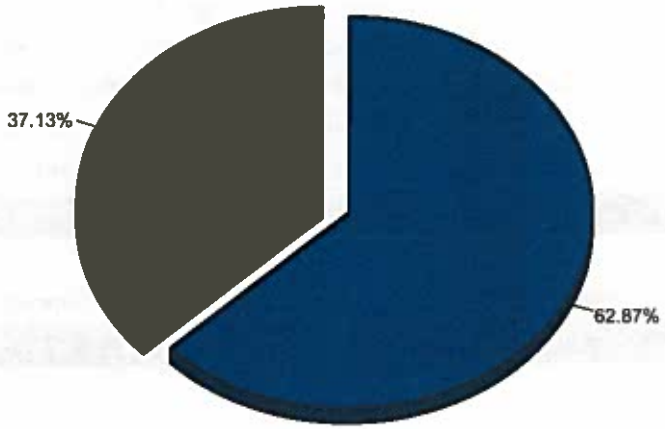
Asset Allocation

Sir Sandford Fleming College Operating account

By Asset Class and Geography

As at March 31, 2016

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	5,102,015	62.87
Total Fixed Income	**5,102,015**	**62.87**
Cash and Cash Equivalents - Canada	3,012,570	37.13
Total Cash and Cash Equivalents	**3,012,570**	**37.13**
Total Canada	8,114,585	100.00
Total Portfolio	8,114,585	100.00

Fixed Income Summary

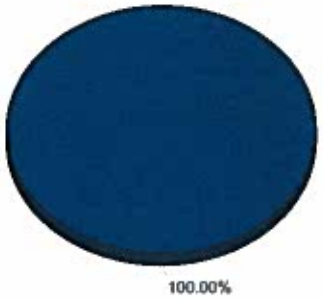
Sir Sandford Fleming College Operating account

Total Fixed Income

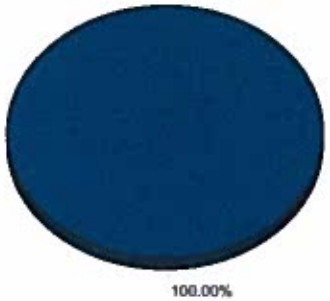
As at March 31, 2016

Allocation by Geography

Allocation by Term (excl. Preferreds)



Allocation by Issuer Type



Geography	Market Value	%
Canada	5,102,015	100.00

Term	Market Value	%
0-4 years	5,102,015	100.00

Issuer Type	Market Value	%
Bank Certificates/Deposits	5,102,015	100.00

Fixed Income Characteristics	Values
Total Market Value of Fixed Income in Portfolio	5,102,015.24
Total Market Value of Fixed Income excluding Preferreds	5,102,015.24
Weighted average (excl. Preferreds) Term to Maturity (in years)	0.30
Weighted average (excl. Preferreds) Yield to Maturity (%)	1.09
Weighted average (excl. Preferreds) Current Yield (%)	1.10
Weighted average (excl. Preferreds) of Coupons (%)	1.10
Weighted average of Current Yield of Preferreds (%)	0.00

Portfolio Valuation

Sir Sandford Fleming College Operating account

Detailed Position Review

As at March 31, 2016

Quantity	Security Description	Book Value /Unit	Market Price	Book Value	Market Value	Accrued Interest	% of Class	Est.Annual Distrib'n	Current Yield (%)
CAD Accounts (in CAD)									
CASH AND CASH EQUIVALENTS									
Canada									
Bank Certificates/Deposits									
1,000,000	RBC 30D CASHABLE GIC - ANNUAL DUE 07/04/2016 1.10000%	100.00	100.00	1,000,000	1,000,000	8,197	33.47	11,000	1.10
2,000,000	ROYAL BANK OF CANADA GIC - ANNUAL DUE 02/03/2017 1.40000%	100.00	100.00	2,000,000	2,000,000	4,373	66.53	28,000	1.40
Total - Bank Certificates/Deposits				3,000,000	3,000,000	12,570	100.00	39,000	1.30
Total - Canada				3,000,000	3,000,000	12,570	100.00	39,000	1.30
TOTAL - CASH AND CASH EQUIVALENTS				**3,000,000**	**3,000,000**	**12,570**	**100.00**	**39,000**	**1.30**
FIXED INCOME									
Canada									
Bank Certificates/Deposits									
5,062,500	BMO AAT 30 DAYS CASHABLE GIC - ANNUAL DUE 07/18/2016 1.10000%	100.00	100.00	5,062,500	5,062,500	39,515	100.00	55,688	1.10
Total - Bank Certificates/Deposits				5,062,500	5,062,500	39,515	100.00	55,688	1.10
Total - Canada				5,062,500	5,062,500	39,515	100.00	55,688	1.10
TOTAL - FIXED INCOME				**5,062,500**	**5,062,500**	**39,515**	**100.00**	**55,688**	**1.10**

Quantity	Security Description	Book Value /Unit	Market Price	Book Value	Market Value	Accrued Interest	% of Class	Est.Annual Distrib'n	Current Yield (%)
Total CAD Accounts (in CAD)				**8,062,500**	**8,062,500**	**52,085**		**94,688**	**1.17**
Combined Accounts (in CAD) [1]									
Cash and Cash Equivalents				**3,000,000**	**3,000,000**	**12,570**		**39,000**	**1.30**
Fixed Income				**5,062,500**	**5,062,500**	**39,515**		**55,688**	**1.10**
Total Portfolio				**8,062,500**	**8,062,500**	**52,085**		**94,688**	**1.17**

[1] See Statement of Terms for conversion rates.
Yield on Cost cannot be calculated for discount instruments at this time. YOC values at the total level exclude discount Instruments.
Book Values are reported in account currency unless otherwise stated.

Portfolio Transactions

Sir Sandford Fleming College Operating account

Buy and sell only Portfolio Transactions English

April 1, 2015 to March 31, 2016

Transaction Type	Security Description	Settlement Date	Quantity	Market Price/Rate	Net Settlement Amount
THE SIR SANDFORD FLEMING COL 511-22508 CAD					
Buy					
Buy	RBC 30D CASHABLE GIC - ANNUAL DUE 07/04/2016 1.10000%	03-Jul-2015	2,500,000.000	100.000	(2,500,000.00)
Buy	BMO AAT 30 DAYS CASHABLE GIC - ANNUAL DUE 07/18/2016 1.10000%	16-Jul-2015	5,062,500.000	100.000	(5,062,500.00)
Buy	RBC 30D CASHABLE GIC - ANNUAL DUE 10/03/2016 0.90000%	02-Oct-2015	2,000,000.000	100.000	(2,000,000.00)
Buy	RBC 30D CASHABLE GIC - ANNUAL DUE 02/03/2017 0.85000%	03-Feb-2016	1,000,000.000	100.000	(1,000,000.00)
Buy	ROYAL BANK OF CANADA GIC - ANNUAL DUE 02/03/2017 1.40000%	03-Feb-2016	2,000,000.000	100.000	(2,000,000.00)
	Total Buy Transactions:				**(12,562,500.00)**
Sell					
Sell	BMO AAT 30 DAYS CASHABLE GIC - ANNUAL DUE 07/16/2015 1.25000%	08-Apr-2015	(2,000,000.000)	100.000	2,018,219.17
Sell	BMO AAT 30 DAYS CASHABLE GIC - ANNUAL DUE 07/16/2015 1.25000%	16-Jul-2015	(5,000,000.000)	0.000	5,000,000.00
Sell	RBC 30D CASHABLE GIC - ANNUAL DUE 02/03/2017 0.85000%	10-Mar-2016	(1,000,000.000)	100.000	1,000,836.07
Sell	RBC 30D CASHABLE GIC - ANNUAL DUE 10/03/2016 0.90000%	10-Mar-2016	(2,000,000.000)	100.000	2,007,868.85
Sell	RBC 30D CASHABLE GIC - ANNUAL DUE 07/04/2016 1.10000%	24-Mar-2016	(1,500,000.000)	100.000	1,511,946.72
	Total Sell Transactions:				**11,538,870.81**

This Portfolio Transactions section is limited. It includes the following transaction types (if applicable): Buy, Sell.

Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolio is in compliance with the IPS dated January 25, 2012 in terms of the following section:

✓ **Investment guidelines for College Operating Funds**

Statement of Terms

Sir Sandford Fleming College Operating account

As at March 31, 2016

Legal Disclaimers

The portfolio summary ("the Portfolio Report") is prepared by your Investment Advisor/Portfolio Manager who is an employee of RBC DS and is prepared from information received from sources we believe to be reliable. It is not an official statement of your positions at RBC Dominion Securities Inc. ("RBC DS").

This Portfolio Report has been prepared at the direction of and solely for the general guidance and benefit of the owners of the accounts included in the portfolio. It should be noted that a Portfolio Report can be created at anytime whereas your monthly statement is created at the last day of the month. Some of the positions shown in this statement may be held at other financial institutions where they are not covered by the Canadian Investor Protection Fund. Information regarding positions that are not held at RBC DS has been provided by the owner of an account included in the portfolio. These positions are included in the Portfolio Report at the request of the owner(s) of one of more of the accounts comprising the Portfolio Report for the purposes of providing as complete a view as possible of the portfolio. Neither RBC DS nor its employees can guarantee the accuracy or completeness of information relating to positions held at entities other than RBC DS, including quantities of securities held, market value and book-cost.

Please consult the monthly statements you receive from RBC DS or from other entities where the positions are held to determine which positions are eligible for protection by the Canadian Investor Protection Fund, including information as to which positions are held in segregation.

If there are any discrepancies between the transactions or positions shown on the monthly statements you receive from RBC DS and those shown in this Portfolio Report as being transacted or held at RBC DS please report them to your RBC DS Investment Advisor or Portfolio Manager. If there are any discrepancies between the transactions or positions shown on the monthly statements you receive from other entities where the positions are held please report them to such other entity.

The securities accounts comprising the portfolio are listed below. Please review this list of accounts carefully to understand what assets are included and what assets are not included in the Portfolio Report. Contact your Investment Advisor/Portfolio Manager if you are uncertain as to the beneficial ownership of any accounts included in this Portfolio Report.

Each beneficial owner of an account included in the Portfolio Report must have provided consent to their RBC DS Investment Advisor/Portfolio Manager to include information about their account(s) in this Portfolio Report as this information will be shared with all parties whose accounts or assets have been included in the Portfolio Report. If you are the beneficial owner of an account(s) included in this Portfolio Report and you wish to have your accounts removed from the Portfolio Report please advise your Investment Advisor/Portfolio Manager.

Clients should consult their Investment Advisor/Portfolio Manager when planning to purchase or sell securities or otherwise rebalance securities holdings as a result of the information provided in this Portfolio Report. This will ensure that their own circumstances, including their own individual investment objectives and risk tolerances, have been considered properly and that action is taken on the latest available information. Interest rates, market conditions market prices, tax rules, security classifications and other investment factors are subject to change.

For more information on the terms, conditions and a glossary of terms used in the Portfolio Report, please contact your Investment Advisor/Portfolio Manager.

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General Disclaimers

- Generated on April 11, 2016
- This portfolio is composed of the following accounts:
  THE SIR SANDFORD FLEMING COL - 5112250815000
- For position not held in CAD, all values were converted using the following exchange rates:
- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.

Section Specific Disclaimers

Portfolio Valuation

- Yield % indicates yield to maturity based on current market value for debt products. In general, CDN and US Bonds and Debentures indicate semi- annual yield. All other debt products indicate annual yield. Equity Products indicate current yield.
- Distribution information may not be available for certain mutual funds.
- Distributions may vary widely from year to year.

Portfolio Performance

- Performance calculations use the Modified Dietz Method which adjusts for cash flows to calculate the monthly performance in this portfolio. Monthly returns are geometrically linked to calculate returns for periods greater than one month. Any return greater than 12 months is annualized.
  The Rate of Return and Investment Return calculations in your portfolio are net of investment management fees. For household portfolios a daily averaged priced exchange rate has been used to convert portfolios from their base currency to the reporting currency of the household portfolio.

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BOARD BRIEFING REPORT

SUBJECT: Financial Position at May 31, 2016

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Consent Agenda Item 3.9**

Requested Action: For Information *(Risk Assessment applicable for decision items)*

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

An update on the year-to-date financial position of the College as of May 31, 2016.

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

This statement represents the revenues collected and expenditures made as at May 31, 2016 in comparison to the 2016-2017 Preliminary Budget along with comparative amounts from the same time period of the previous fiscal year.

Attachments:

• Statement of Revenue and Expenditures for the period ending May 31, 2016

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 it is early in the fiscal year, timing of cash flow can provide insight as an early indicator for areas of concern or opportunity.

The year to date revenue is tracking consistently to our prior year comparator being 0.2% behind prior year collections.

- Tuition is down slightly; however, it is impacted by the timing of OSAP deposits.
- Contract Training appears to be up significantly at 30.9%; however, timing of a large contract was deferred from 2015/16 where revenues were received in advance of delivery.
- Other income appears to be down; however, this is again due to timing. The initial billings for the School College Work Initiative, while processed at this time in the prior year are not yet complete for the current fiscal year.
- Ministry Bursaries are already over budget; however, the majority of bursaries are unknown at time of Preliminary Budget development and this is adjusted in the Budget Update. As a direct flow-through, this has no impact to the College's overall financial position.

Expenditures are also tracking consistently to our prior year comparator, being 1.7% behind prior year payments.

At this time in the year, no concerns are being flagged as result of analysis of the financial report.

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
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

There are no recommendations as this report is provided as information.

AUTHORED BY: Office of the Vice-President Finance and Administration; Director,Budget Services

SIR SANDFORD FLEMING COLLEGE

Statement of Revenue and Expenditures

For the Period Ending May 31, 2016

	Current Year			Prior Year			Variance
	Actual To 31-May-2016	Budget Current Year	YTD/Budget %	Actual To 31-May-2015	Actual Prior Year	YTD/Year %	Difference %
Revenue							
Grants and Reimbursements	$ 6,537	$ 46,166	14.2%	$ 6,239	$ 46,160	13.5%	0.6% F
Student Tuition Fees	6,657	29,940	22.2%	6,653	28,719	23.2%	-0.9% U
Contract Training	494	1,269	38.9%	81	1,014	8.0%	30.9% F
Other Income							
Other Income	547	7,086	7.7%	845	7,090	11.9%	-4.2% U
Ancillary Fees	529	4,456	11.9%	508	4,258	11.9%	-0.1% U
Total Other Income	1,076	11,543	9.3%	1,353	11,347	11.9%	-2.6% U
Amortization of Deferred Capital Contributions	719	4,312	16.7%	755	4,529	16.7%	0.0% U
Total Operating Revenues	15,482	93,230	16.6%	15,080	91,770	16.4%	0.2% F
Skills Programs	745	3,439	21.7%	786	3,927	20.0%	1.6% F
Tuition Holdback Bursaries	151	2,945	5.1%	154	2,628	5.9%	-0.8% U
Ministry Bursaries	55	287	19.1%	50	707	7.1%	11.9% F
Special Projects	258	1,918	13.5%	217	2,184	9.9%	3.5% F
Facilities Renewal and Renovation Projects	11	446	2.5%	1	448	0.1%	2.3% F
Ancillary Operations	307	5,472	5.6%	376	5,562	6.8%	-1.2% U
Total Revenue	$ 17,009	$ 107,738	15.8%	$ 16,666	$ 107,226	15.5%	0.2% F

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

	Current Year			Prior Year			Variance
	Actual To 31-May-2016	Budget Current Year	YTD/Budget %	Actual To 31-May-2015	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	$ 5,794	$ 41,583	13.9%	$ 6,310	$ 40,706	15.5%	-1.6% F
Salaries, Part Time	1,376	12,172	11.3%	1,548	11,636	13.3%	-2.0% F
Benefits	1,730	11,846	14.6%	1,875	11,198	16.7%	-2.1% F
Total Salaries and Benefits	8,901	65,601	13.6%	9,733	63,539	15.3%	-1.8% F
Non-Salary Expenses							
Instructional Support Costs	1,029	4,856	21.2%	989	4,606	21.5%	-0.3% F
Travel and Professional Development	102	1,240	8.2%	92	1,031	8.9%	-0.7% F
Advertising	31	974	3.2%	34	945	3.6%	-0.4% F
Telephone, Audit, Legal & Insurance	99	1,260	7.9%	238	1,313	18.1%	-10.2% F
Equipment Maintenance	123	513	24.0%	106	413	25.7%	-1.7% F
Plant and Security	73	2,201	3.3%	278	2,380	11.7%	-8.4% F
Rentals and Taxes	81	874	9.2%	49	830	5.9%	3.4% U
Utilities	33	2,848	1.2%	17	2,541	0.7%	0.5% U
Contract Services Trent	0	2,018	0.0%	0	1,931	0.0%	0.0% U
Services & Other	300	3,369	8.9%	348	3,339	10.4%	-1.5% F
Long Term Debt Interest	9	55	15.9%	9	55	17.1%	-1.2% F
Amortization of Capital Assets	989	5,933	16.7%	1,017	6,104	16.7%	0.0% U
Total Non-Salary Expenses	2,869	26,141	11.0%	3,178	25,488	12.5%	-1.5% F
Total Operating Expenditures	11,770	91,742	12.8%	12,911	89,027	14.5%	-1.7% F
Investments	100	838	11.9%	16	441	3.7%	8.2% U
Skills Programs	409	3,439	11.9%	498	3,926	12.7%	-0.8% F
Tuition Holdback Bursaries	151	2,945	5.1%	154	2,628	5.9%	-0.8% F
Ministry Bursaries	55	287	19.1%	50	707	7.1%	11.9% U
Special Projects	258	1,918	13.5%	217	2,184	9.9%	3.5% U
Facilities Renewal and Renovation Projects	11	151	7.3%	1	448	0.1%	7.1% U
Ancillary Operations	592	5,416	10.9%	1,004	5,122	19.6%	-8.7% F
Total Expenditures	$ 13,345	$ 106,738	12.5%	$ 14,852	$ 104,483	14.2%	-1.7% F
Net	$ 3,664	$ 1,000		$ 1,814	$ 2,742		

DRAFT 2016-2017 BOARD MEETING SCHEDULE

September 2016
Wed 14 Board Executive Committee: Room B3351 at 1:00pm
Wed 28 Annual Board Retreat**:** full day (9:00am to 4:00pm), location TBC

TO BE CONFIRMED – Board Audit Committee EITHER OCTOBER (12 or 26) OR NOVEMBER

October 2016 *Independent Learning Week is October 24 - 28*
Wed 12 Board Executive Committee: Room B3351 at 1:00pm
Wed 26 Board Day: Sutherland Campus, Room B3330

TO BE CONFIRMED – Board Audit Committee EITHER OCTOBER OR NOVEMBER (9 or 23)

November 2016
Wed 9 Board Executive Committee: Room B3351 at 1:00pm
Sat 19 and Sun morning 20: College Centre of Board Excellence in-person sessions (Good Governance; Orientation)
Sun afternoon and Mon 21: Higher Education Summit and Premier's Awards Gala
Wed 23 Board Day: FROST Campus, Room TBC

December 2016 **No meetings scheduled**

January 2017
Wed 11 Board Executive Committee: Room B3351 at 1:00pm
Wed 25* Board Day: Sutherland Campus, Room B3330.
**Format (business, special purpose or no meeting) will be confirmed by the Board at the November 2016 meeting*

TO BE CONFIRMED – Board Audit Committee (February 8 or 22)

February 20167
Wed 8 Board Executive Committee: Room B3351 at 1:00pm
Wed 22* Board Day: Sutherland Campus, Room B3330 (T)
**Format (business, special purpose or no meeting) will be confirmed by the Board at the November 2016 meeting*

March 2017 *Independent Learning Week is February 27 – March 3*
Wed 8 Board Executive Committee: Room B3351 at 1:00pm
Wed 22* Board Day: FROST or HALIBURTON Campus, Room TBC
**Format (business, special purpose or no meeting) will be confirmed by the Board at the November 2016 meeting*

April 2017
Wed 12 Board Executive Committee: Room B3351 at 1:00pm
Wed 26 Board Day: Sutherland Campus, Room B3330

May 2017
Wed 10 Board Executive Committee: Room B3351 at 1:00pm
Wed 24 Board Audit Committee (with auditors): Sutherland Campus, Room TBC, time TBC
Foundation Board of Directors Meeting (with auditors) to follow the Audit Committee meeting
Board Day: Sutherland Campus, Room B3330
Fri 26 *Haliburton Campus Convocation in the Great Hall at 2:00pm*

June 2017
Fri 2 *Frost Campus Convocation at 2:00pm, Lindsay Recreation Complex*
Tue 6 through Thu 8: Sutherland Campus Convocations, in the Gym at the Peterborough Sport and Wellness Centre; morning ceremonies at 10:00am, afternoon ceremonies at 2:00pm

Wed 14 Board Executive Committee: Room B3351 at 1:00pm
Wed 28 Board Day and Election meeting: Sutherland Campus, Room B3330

BOARD BRIEFING REPORT

Fleming College
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SUBJECT: New Program – Sustainable Waste Management

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Agenda Item 5.2**

Requested Action: Decision / Approval *(Risk Assessment applicable for decision items)*

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

A report seeking approval of an Ontario College Graduate Certificate program in Sustainable Waste Management, to be launched September 2017.

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

One year ago, the School of Environmental Resources and Natural Sciences (SENRS) completed a five-year enrolment plan. At that time, a scan of the environmental sector was completed, and waste management was a shown to be a growth area and an excellent fit for SENRS. Following that exercise, the Dean of SENRS contacted industry leaders to discuss the feasibility and viability of offering an Ontario Graduate Certificate in this area.

A preliminary Business Case was presented to Fleming's Product Review Board (PRB) where it gained stage 1 approval in March 2016. It was then presented to the Board of Governors at the April 2016 Committee-of-the-Whole meeting where one risk to the program was flagged – that the proposed new Waste-Free Ontario Act may not pass – which could result in lower demand (student and labour market) for this program. Legislation was passed on June 1, 2016.

The Credentials Validation Service (CVS) approved the credential.

Attachments:
• Preliminary Business Case

Analysis

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

Analysis can be found in the Preliminary Business Case/

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
Program enrolment is low – students not understanding the labour market	Low	Medium
Difficulty finding instructors with appropriate experience	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

Solid marketing to existing students within existing environmental programs, and strong marketing / value proposition to externally to attract university and other college graduates. Include information on the recently passed legislation when promoting the program to students.

Continue to develop network of industry experts including continue to build a solid program advisory committee.

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

Board approval.
Submission to the Ministry for funding approval.
Marketing of the program this fall.
Detailed course development.
Program launch Fall 2017.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the Ontario College Graduate Certificate in *Sustainable Waste Management* with an implementation date of September 2017, for submission to the Ministry of Advanced Education and Skills Development for funding approval.

AUTHORED BY: Brian Bates – Director Product Development

1 Executive summary

Waste Management has become of paramount importance in the province, in Canada, and in the world. Failure to take action in managing waste has economic and environmental consequences, including the loss of valuable resources, the lost opportunity to reduce greenhouse gas emissions, the dwindling capacity of Ontario's landfills and the increasing pressure on municipal taxpayers and industries to fund waste diversion efforts and absorb rising costs. Hazardous waste can be solid (physical) as well as chemical, biological and is classified as such as it can do harm to humans, animal, and / or the environment. There is little doubt that managing all waste is pivotal to the province's environmental health.

Even with these concerns about the environment, waste diversion in Ontario has stalled around 25 percent over the last decade. While most of the success is coming from the residential sector, where 47 percent of household waste is diverted from landfill, the diversion rate for the rest of the economy is much lower. Newly passed legislation in Ontario, the Waste-Free Ontario Act, will change waste management practices within the province. The new view of waste, in Ontario and other provinces, is that waste is a resource and thus, it should be managed differently than the current practices of sending over eight million tonnes of waste to landfill each year. This Act will make producers responsible for their waste management and waste diversion increasing the reuse, repurpose, and recycling of current waste. Future jobs in waste management will be expanded and require a new skill set to assist industry and organizations to meet new legislative requirements.

Many industries also produce hazardous waste. Hazardous-waste management is the collection, treatment, and disposal of waste material that, when improperly handled, can cause substantial harm to human health and safety or to the environment. While this program focusses substantially on solid waste management, courses also address hazardous waste management.

Due to the need for better waste management across the province and country, SENRS is proposing a new Ontario College Graduate Certificate in Sustainable Waste Management. This program will provide graduates with the skills and knowledge to effect changes in how business and industry manage their waste to reduce, reuse, repurpose, recycle and safely manage their waste.

2 Program description

This program in Sustainable Waste Management will be unique with its concentration on waste management. Other graduate certificates are generalized, or concentrated on areas such as land reclamation and environmental assessment.

This program would not compete with SENRS other diploma and graduate certificate offerings. Environmental Technician/ Technology are generalist programs that cover several environmental areas including soil, water, air, and one course on waste management in the technology program. The Sustainable Waste Management program may be of interest to graduates of both programs.

Other SENRS graduate certificates are more specific in focus such as Advanced Water Systems and Operations Management, Geographic Information Systems, Conservation and

Environmental Law Enforcement, and the newest program in Health, Safety, and Environmental Compliance (HSE). Each of these current programs has an entirely different focus. While Advanced Water Systems does deal with some management of waste, the focus is on human and biological waste and how to operate waste management plants and systems.

HSE more clearly focuses on investigation of workplace and industry accidents and noncompliance around employee safety including ergonomics, proper protection equipment, and promoting and maintaining healthy and safe work environments. For example, a graduate of HSE may legally investigate a spill but a graduate of this new proposed program, would work to prevent such spills with the correct waste management policies and procedures. Students who enrol in HSE are interested in investigative work using current workplace laws and are more likely to spend time gathering evidence, issuing compliance orders, and attending court proceedings.

Thus this new program, like other graduate certificates, is focussed on a particular area of environmental interest and provides students with a concentrated base of knowledge related to waste management and viewing waste as a resource. We believe that it will attract a new group of students to the Frost Campus and be of interest to graduates of other programs such as Environmental Technology.

Graduates of this program would find work within a variety of public and private organizations and in particular industries where waste management is becoming of paramount importance to their bottom line, environmental responsibility, and stewardship.

2.1 Ontario College Credential

Ontario College Graduate Certificate

2.2 Admission Requirements

A science or engineering degree or advanced diploma in the following or related fields: Biology, Ecology, Environmental Studies or Sciences, Geographic Information Systems, Sustainability, Civil Engineering.

Applicants who do not possess the academic requirements as stated, but who have relevant experience, may be considered on an individual basis.

2.3 Proposed Delivery Format

❒ Traditional Classroom / Lab
❒ Fully On-line
✓ Blend of Classroom and On-line

The program will be offered as a full time program at the Frost Campus and in the future may be scheduled (pending demand) in the evenings or remotely as an online certificate.

2.4 Program of Study

Semester	Course Name	Proposed Hours	Proposed Delivery
1	Introduction to Waste Management Systems	60	LEC/ SEM
1	Emerging Waste Management Systems	45	LEC/ SEM
1	Waste Management Legislation	30	online
1	Waste Management Standards and Accountability	60	
1	Introduction to Economics and Waste Life Cycle	45	LEC/ SEM
1	Working with Industry and Communities – Best Practices	45	LEC/ SEM
1	Sampling in the Environment Course Code: ENVR110	30	LAB
2	Community Based Social Marketing – Public and Media Relations	36	LEC/ SEM
2	Adult Education and Training Principles	27	LEC/ SEM
2	Hazardous Materials Training	45	LEC/ SEM
2	Project Planning, Development, and Implementation	36	LEC/ SEM
2	Towards a Circular Economy	45	LEC/ SEM
2	Field Placement	160	Workplace Integrated

2.5 Alignment with Fleming Strategic and Academic Plans

This new program offering contributes to meeting several strategies identified in the recently approved Strategic and Academic Plans (2015-2018).

SENRS was identified in Fleming's ***Strategic Mandate Agreement*** with the Ministry as an area of growth and focus. Sustainable Waste Management fits the SENRS growth strategy by delivering skills that Environmental graduates need to differentiate themselves in an increasingly competitive employment market, and also capitalizes on the fact that graduate certificate enrolment is growing system wide.

Work-Integrated and Blended Learning

The Academic Plan strives to instil work/community-integrated and on-line/hybrid learning as core components of Fleming's teaching and learning practice. Courses that include community problems and projects as well as a field placement highlight the commitment of this program to work with communities.

Indigeneous Perspectives

While this is not a specific "Indigenous Perspectives" program, this program may be of interest to Indigenous people who have a degree or advanced diploma and want to learn about sustainable waste management.

Pathways

Adding this graduate certificate to Fleming's environmental programs will offer an additional educational opportunity for students from all college advanced diploma programs in related fields, and in particular, several of the SENR's advanced diploma programs including Environmental Technology, Ecosystem Management Technology, and Fish and Wildlife Technology.

Similar to the current Fleming-Trent joint diploma-degree program in Ecological Restoration, a Bachelor of Science Program, graduates of this program, may have an opportunity to ladder into Trent's Master's Program in Sustainability. The Sustainability Studies Master's program is designed to enable students to explore the sustainability of human societies and the natural environment. One area of specialization is Environmental Sustainability. Discussions regarding this laddering opportunity will take place at a later date once the program has been fully designed and implemented.

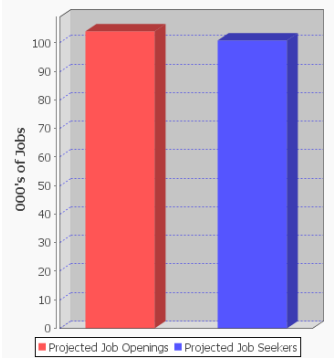
3 Market description

The area of waste management and the view of waste as a resource is relatively new. Thus, there is not one specific type of job for graduates. Rather there is a wide range of jobs in this field that will increase over time as waste management becomes more critical for industry, business, and organizations.

As such, there is not one specific National Occupational Classification (NOC) for this area of environmental employment. Instead, jobs in this sector are spread out over several codes. From the data gathered below, job prospects would be healthy for graduates of this program. It must also be taken into consideration that both new job creation and jobs as a result of legislation, are not included in this analysis.

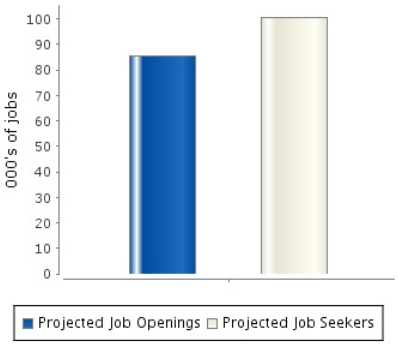
There is some alignment with NOC 2231, Civil Engineering Technologists and Technicians which also includes several of the positions listed below. At the time of research for this proposal, there were currently 100 jobs advertised in the areas of waste diversion and recovery. The employment outlook in this category is expected to be good. Typically, persons in these roles are hired to develop comprehensive waste management plans and develop short-term and long-term strategies to reduce waste. They also engage in research and data collection including waste audits, reviewing records and current waste handling, storage, and disposal policies for both hazardous and non-hazardous waste to ensure compliance with applicable laws and regulations. According to Canadian Occupational Projection System (COPS), there will be more jobs than job seekers in this area (chart below). The average wage in Ontario is $27.40 per hour.

Projection of Cumulative Job Openings and Job Seekers over the Period 2015-2024:



Alignment in the waste management sector are as classified within the National Occupational Classification (NOC) under 4161, Natural and applied science policy researchers, consultants and program officers. Within this category, science policy and program officers may have such job duties as promoting public awareness and education in the reprocessing and reduction of waste. The job projections in this area are not as robust in this classification as in NOC2231 according to the National Occupational Outlook's 10 year projection. Science policy and program officers conduct research and advise on policies or develop and administer programs related to a number of areas including recycling. They may also be hired to promote public awareness and education in several environmental science areas including waste use and reduction. At the time of researching this proposal, there were 4 job openings in Ontario and 26 open in Canada. The median wage in Ontario is $38.46 per hour.

Projection of Job Openings vs. Job Seekers for Canada 2013-2022



Typical job titles within these sectors include:

- Waste Diversion Specialist
- Waste Diversion and Recovery Specialist
- Waste Management Coordinator/ Specialist/ Technician
- Waste Management Special Project Assistant
- Recycling Program Coordinator
- Industrial Waste Reduction Coordinator
- Solid Waste Program Coordinator
- Solid Waste / Waste Diversion Manager

- Waste Diversion Coordinator
- Waste Reduction and Recycling Coordinator
- Waste Reduction Education Program Officer
- Sustainability Manager

Typical Employers:

Another way to examine jobs is to identify the areas within these graduates are most likely to secure employment. According to the latest ECO Canada Profile of Canadian Environmental Employment labour market research study (2013), the industry groups that contain the highest proportions of environmental employees are outlined below. Please note that the highest proportion of employees is in the administrative and support, waste management and remediation services sector (highlighted below):

Industry/Sector	Total Environmental Employees (2013 %)
Manufacturing	13.7
Wholesale Trade/Retail Trade	13.9
Professional, Scientific, and Technical Services	22.4
Administrative and Support, Waste Management and Remediation Services	25.1
Other Services	13.8
Total:	**10.3**

Graduates of the program would be more competitive capturing employment in the following sectors that employ environmental professionals:

Industry/Sector	Total Environmental Employees (2013 %)
Agriculture, Forestry, Fishing and Hunting	9.9
Professional, Scientific, and Technical Services	22.4
Administrative and Support, Waste Management and Remediation Services	25.1
Other Services	13.8
Public Administration	10.9
Total:	**10.3**

Typical Students:

The typical students for this program would be graduates with an undergraduate degree or advanced diploma in Environmental Sciences or Studies or a related field wishing to augment their training in the specific area of sustainable waste management. These students are passionate about protecting the environment and believe strongly in sustainable practices including how waste is disposed of, reused, recycled and repurposed.

Research into the typical students who enrolled in the SENRS Graduate Certificates in September 2015 show an overwhelming number of university graduates as compared to

graduates of college diplomas or advanced diplomas. Only in Conservation and Law Enforcement this trend did not hold true with two more students with diplomas than university degrees. Both GIS Graduate Certificates are exclusively university graduates except for one student in each option. This supports the notion that university graduates are looking for an additional skill set to add to their degrees to get that extra edge when searching for employment.

3.1 Market potential

There are strong indicators that graduates with this set of skills may be in high demand. According to members of the industry focus group, future jobs in the field of waste management will be expanded to include enforcement of legislation. This will mean that new employees will need be well-versed in the legislation and have skills to assist industry and organizations with better waste diversion practices. The disposal of waste is also becoming expensive; hiring someone with the skills to assist in savings in the area of waste may be less costly than the waste disposal itself, particularly if the waste is classified as hazardous.

3.2 Competitive Environment

A preliminary environmental scan shows that there are no related college programs, only programs that include one or two courses about waste management but none specifically focussed on building advanced knowledge and skills in sustainable waste management.

Algonquin College

Algonquin College offers a two-semester Graduate Certificate in *Environmental Management and Assessment*. Students study ecological conservation, environmental policy and reporting and contaminant control. There are heavy lab and mathematical components in this program and no specific course on waste management. Of interest to our program design is that this program offers online weekday courses and weekend labs.

This program is waitlisted for September 2016 with 95 applications at the time of writing this business case. According to OCAS In 2014, 20 students were registered in this program, and 16 were registered in 2015. For both years, applications were over 100.

Cambrian College

Cambrian College offers a three-semester Graduate Certificate in *Environmental Monitoring and Impact Assessment*. This program includes methods of environmental impact assessment, remediation technologies, and environmental law. This program has a unique focus on air monitoring and remediation of air, land, and water ecosystems by the mining industry.

This program had 26 registered in 2014 and 20 registered in 2015. Current applications are 57 for September 2016.

Conestoga College

Conestoga College has a three-semester Graduate Certificate co-op program in *Environmental Engineering Applications*. This program closely mirrors Fleming's Environmental Technician/ Technology program and includes a co-op semester. The program is generalist in nature and includes courses on water quality, air quality, contaminated sites clean up, environmental monitoring and assessment, and solid and hazardous waste management.

There were 28 students registered in 2014 and 20 students registered in 2015. Current applications currently number 171.

Niagara College

Niagara College offers a two-semester Graduate Certificate in *Environmental Management and Assessment*. This program also covers several areas in the environmental field including hazardous materials management, environmental audits, pollution prevention, environmental impact and risk assessment, environmental law, waste management and industrial processes.

This program is currently waitlisted for September 2016 with 169 applications at the time of writing this business case. According to OCAS In 2014, 46 students were registered in this program, and 38 were registered in 2015.

While these four programs focus on different areas, they all demonstrate that students are seeking programs dedicated to protecting and cleaning up the environment.

4 Sales arguments

4.1 Student Needs / Requirements / Values

Waste Management and the new philosophy of viewing waste as a resource is relatively new area in the larger field of environmental management. Students at the Frost campus tend to be environmentally focussed and this program will provide another option for graduates who wish to add another credential in waste management.

4.2 Student Benefit

SENRS has a solid reputation in the field of environmental studies. Sustainable Waste Management from SENRS would be readily recognized by employers.

A strong student benefit is the need for more employees in this area as well as new job creation in business and industry. Regardless of new legislation, there is a push on all fronts to reduce waste and manage waste through methods other than dumping or storing.

Including projects with community and industry partners as well as field placement will allow students to network with those already in the industry and likely lead to both local and non-local employment.

4.3 Fleming Value Proposition

Meaningful employment in a growing sector
Sustainable Waste Management is a new Ontario College Graduate Certificate offered exclusively at SENRS that will lead graduates to a meaningful career. Graduates will possess the skills and knowledge to help industries manage and recover their waste resources.

5 Financial Analysis

Program costing (shown below) was based on 20 students enrolled, and 10% attrition. Attrition is assumed to be low, as is typical for most Ontario College Graduate Certificate programs. $57,000 was budgeted for startup (library resources, software, and course development) and contribution to overhead (CTO) is positive in year 2, and exceeds the 32% target by year 4. Positive cashflow is reached by year 4.

Net Tuition (per semester)	$ 2,545
BOG (per yr)	$ 4,300
Attrition	10%
WFU (per semester)	0.54

(All values expressed in current dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Semester 1 Enrolment	20	20	20	20	20	20
Semester 2 Enrolment	18	18	18	18	18	18
Revenues						
Tuition Fees	$ 96,710	$ 96,710	$ 96,710	$ 96,710	$ 96,710	$ 96,710
MTCU Operating Grant Received	-	29,412	58,824	88,236	88,236	88,236
Total	**96,710**	**126,122**	**155,534**	**184,946**	**184,946**	**184,946**
Expenses						
Academic Direct	70,234	70,234	70,234	70,234	70,234	70,234
Program Coordinator	20,677	20,677	20,677	20,677	20,677	20,677
Annual Operating Costs	3,000	3,000	3,000	3,000	3,000	3,000
Technicians	-	-	-	-	-	-
Faculty Development and Release Costs	10,000	10,000	10,000	10,000	10,000	10,000
Dean & Other academic costs	5,609	7,315	9,021	10,727	10,727	10,727
Total	**$ 109,521**	**$ 111,227**	**$ 112,933**	**$ 114,639**	**$ 114,639**	**$ 114,639**
Net Contribution or (Cost) of Proposed New Program before Overheads	(12,811)	14,895	42,601	70,307	70,307	70,307
Contribution %	(13.2%)	11.8%	27.4%	38.0%	38.0%	38.0%
Startup and Replacement Capital Costs						
Program Specific Software	25,000					
Library Supports	5,000					
Development Costs	27,000					
College Overhead	34,090	44,458	54,826	65,193	65,193	65,193
Net Contribution or (Cost) of Proposed New Program	**($103,901)**	**($29,563)**	**($12,225)**	**$5,114**	**$5,114**	**$5,114**
Cumulative Cash Flow	**($103,901)**	**($89,006)**	**($46,405)**	**$23,902**	**$94,210**	**$164,517**

6 Risks

6.1 Program Risks

Event	Serious-ness[1)]	Probabi-lity[1)]	Risk = Seriousness x Probability	Preventive actions
New to system program – students may not understand the credential or its value (resulting in low enrolment).	4	4	16	Create our market. • Create a clear and concise value proposition • Considerable marketing efforts for the first 2-3 years • Clear linkage to quality employment – types of positions, legislation driving this, etc.

1) 1-5; 1=very low, 2= low, 3=average, 4=high, 5=very high

7 Implementation

7.1 Responsible School

SENRS would be responsible for the Ontario College Graduate Certificate program in Sustainable Waste Management.

7.2 Staffing Requirements

The program will be staffed by a mix of full time (30%) and contract faculty (70%).

7.3 Space Requirements

This program does not require any special space requirements. No new classrooms or labs would be required.

7.4 IT requirements

None additionally required unless it is offered online via Contact North.

7.5 Delivery times

The program intake will be in September each year.

References

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ECO Canada, *Environmental Employment by Province*, February 11, 2016, accessed March 24, 2016, http://www.eco.ca/wp-content/uploads/Environmental-Employment-by-Province.pdf

ECO Canada, *Profile of Canadian Environmental Employment: Labour Market Research Study,* 2013 accessed March 21, http://www.eco.ca/ecoreports/pdf/2013-Profile-Canadian-Environmental-Employment-ECO-Canada.pdf

Ministry of the Environment and Climate Change, *Draft Strategy for a Waste-Free Ontario: Building the Circular Economy*, 2015, Queen's Printer: Toronto, accessed March 9, 2016 at http://www.downloads.ene.gov.on.ca/envision/env_reg/er/documents/2015/012-5834_DraftStrategy.pdf

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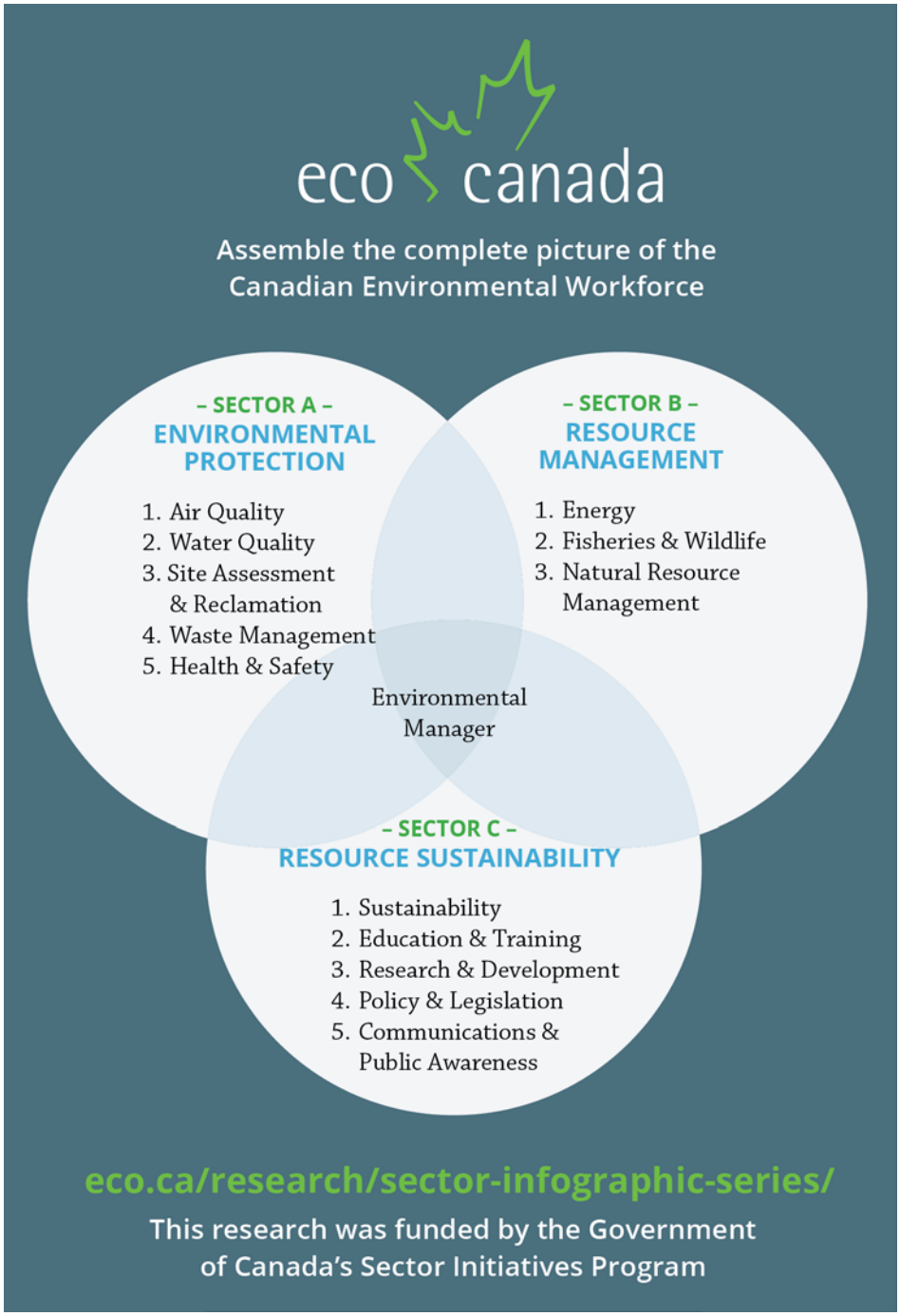
Canadian Occupational Projection System, 2015-2025, NOC Code 2231; http://occupations.esdc.gc.ca/sppc-cops/occupationsummarydetail.jsp?&tid=40; Accessed May 2, 2016

National Occupational Outlook, 2013-2022, NOC4161; http://www.jobbank.gc.ca/report-eng.do?area=8792&lang=eng&noc=4161&action=final&ln=n&regionKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=waste+management+program+co-ordinator#outlook; accessed May 2, 2016.

Appendix A: Alignment with SENRS program portfolio



BOARD BRIEFING REPORT

Fleming College
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SUBJECT: Revised College Policy – Recognition of Academic Excellence

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Agenda Item 5.3**

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 a revised College policy.

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

College Policy #2-220, *Quality Assurance*, commits to implementing comprehensive quality assurance processes; part of these processes involve reviewing and updating all related policies and administrative operating procedures.

In the fall of 2015, Academic Council identified the Recognition of Academic Excellence policy for review and revision. Preliminary consultation occurred as follows:

- Academic Council – November 2015
- Academic Council – January 2016
- Academic Leadership Team – March 2016
- Quality Assurance Unit – May 2016
- Board Committee-of-the-Whole – May 2016

The original Recognition of Academic Excellence policy is dated September 1992. At that time, operating procedures were included in the policy document. A review of the policy was carried out in 2006 which resulted in reclassification of the policy in the in the Policy and Procedure Manual. The most recent review took place in 2008.

Attachments:

- Draft College Policy #2-221, *Recognition of Academic Excellence*

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 2008 policy references student status as part-time or full-time. The 2016 update is more inclusive and includes all programs offering credentials as defined in the Ontario Colleges Credentials Framework. Within the Operating Procedure, updates include the removal of non-current practices and clarification of staff responsibilities.

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
Without approval of the revised policy, the current policy (2008) which includes non-current practices remains in effect.	High	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: 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.

The related Administrative Operating Procedure will be submitted to the Executive Leaders Team for review and approval in early July. Both the Policy and Operating Procedure would be in effect for September 2016.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #2-221, *Recognition of Academic Excellence*.

AUTHORED BY: Laurel Schollen, Vice-President Academic

Fleming College
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COLLEGE POLICY

Recognition of Academic Excellence	
Policy ID:	#2-221
Manual Classification:	Academic Affairs
Approved by Board of Governors:	*Original*: September 2, 1992 *Revisions*: May 24, 2006; June 25, 2008
Effective Date:	*Scheduled for September 1, 2016*
Next Policy Review Date:	*Scheduled for 2021*
Administrative Contact for Policy Interpretation:	Vice-President Academic
Linked to an Operating Procedure:	☒ Yes #2-221 OP, *Recognition of Academic Excellence* ☐ No

Policy Statement

Fleming College is committed to recognizing academic excellence, using a variety of formal approaches during a student's program of study.

Purpose

The purpose of this policy is to ensure that students are formally recognized for outstanding academic achievement and that these achievements are acknowledged in a variety of ways:

1) Letter of Academic Achievement – each semester
2) President's Honour Roll – top graduate, by program
3) Academic Awards

These forms of academic recognition are defined below and within the Administrative Operating Procedure #2-221 OP, *Recognition of Academic Excellence*.

Scope

This policy applies to all current and graduating students of Fleming College.

Definitions/Acronyms

Letter of Academic Achievement: A formal letter recognizing all students who achieve a semester Grade Point Average (GPA) equal to 3.60 or greater, and who have successfully completed all courses, for which they were registered, within the semester.

President's Honour Roll: Recognizes the top graduate(s) from each program, at the time of convocation, as defined by the highest cumulative GPA over the duration of their program of study.

Academic Awards: The College recognizes students who achieve academic excellence by soliciting, from business and industry, financial contributions to be awarded to students.

General Principles

1.0 This Policy and associated Operating Procedure are guided by the College's Vision, Values and Core Promise to Students, specifically that 'our graduates will be recognized for exceptional knowledge, skills, attitudes and values on their lifelong journeys of learning and discovery.

2.0 College administrators are committed to developing and regularly updating operating procedures to ensure the consistent and efficient implementation of this policy.

Related Documents

- College Policy #2-201, *Academic Regulations*
- Administrative Operating Procedure #2-221 OP, *Recognition of Academic Excellence*

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
Policy created, numbered as #3-320	September 1992	• Board approval of policy (Resolution BoG Sept2-1992 #3)
Policy reviewed and renumbered as #5-504	May 2006	• Board approval of policy (Resolution BoG May24-2006 #7)
Policy reviewed and revised	June 2008	• Board approval of policy (Resolution BoG June25-2008 #2)
Reviewed, updated and reclassified as #2-221	June 2016	New policy created with operating procedure separated out

BOARD BRIEFING REPORT

Fleming College
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SUBJECT: **New College Policy – Whistleblower**

Submission to: **Public Board Meeting**
Meeting Date: **June 22, 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 approval of a new College policy.

BACKGROUND *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*
A Whistleblower policy is considered a best practice in risk management and governance, particularly in the public sector.

The policy is intended to apply to the entire College and the broader Fleming College community. It is intended to ensure that College operations are conducted ethically and with integrity, and in accordance with all applicable legislation. The Policy encourages Fleming College community members to report suspected improper activity and wrongdoing without fear of retaliation or reprisal.

A draft Fleming College Whistleblower policy was reviewed by the Board Committee-of-the-Whole at the May 25, 2016 meeting. A requested revision related to the scope of reporting to the Board has been incorporated.

Attachments:
• Draft College Policy #4-428, *Whistleblower*
• Included *for information* is the linked draft Administrative Operating Procedure

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

N/A

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
Lack of awareness of the policy may fail to encourage stakeholders to come forward with concerns.	Low	Medium
Some stakeholders may lack confidence that a concern will be taken seriously/actioned by Administration; this may discourage concerns from being brought forward.	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:
The policy and related operating procedure will be communicated broadly to the College community. It will also be searchable on the web portal.

The policy includes an option for a potential whistleblower/discloser to take their concern directly to the Chair of the Board of Governors, should the suspected activity involve College Administration

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.

Once approved, the policy and operating procedure will be posted on the College web portal and communicated broadly to the College community.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #4-428, *Whistleblower.*

AUTHORED BY: Brian Baker, Vice-President Finance and Administration

COLLEGE POLICY

Whistleblower Policy	
Policy ID:	#4-428
Manual Classification:	Finance and Administration
Approved by Board of Governors:	*Scheduled for June 2016*
Effective Date:	*Scheduled for July 2016*
Next Policy Review Date:	2021
Administrative Contact for Policy Interpretation:	Vice-President Finance and Administration
Linked to an Operating Procedure:	☒ Yes #4-428 OP *Whistleblower* ☐ No

Policy Statement

Any member of the Fleming College community has the right to raise concerns or file a complaint where there is an honest belief that the College or its members are engaged in serious misconduct, wrongdoing, breach of College policy or illegal activity, and there is no existing confidential internal policy or mechanism available to raise issues of a public concern that constitute: a criminal offence; negligent, improper or gross mismanagement of any College or public funds; a serious, wilful and flagrant breach of federal, provincial or municipal statute or College policy, procedure or regulation, and/or substantial and specific danger to the environment or public health and safety.

Purpose

This policy is intended to ensure that College operations are conducted ethically and with integrity, consistent with all legal statues and professional requirements established by public policy, the Ontario Colleges of Applied Arts and Technology Act (2002), Ontario Regulation 34/03 under the Act and the Binding Policy Directives of the Minister of Training, Colleges and Universities. This Policy encourages members of the Fleming College community to report improper activity and wrongdoing without fear of retaliation or reprisal.

Scope

This policy applies to the College and all members of the Fleming College community.

Definitions/Acronyms

College: means the Sir Sandford Fleming College of Applied Arts and Technology as a legal entity.

Fleming College Community: means any person who studies, teaches, conducts research at or works at or under the auspices of the College and includes, without limitation, employees or contractors; appointees (including volunteer Board members); students, visiting scholars and any other person while they are acting on behalf of or at the request of the College.

Whistleblowing or Disclosure: the release or disclosure of information that is evidence of improper activity or a violation of law. It may also be described as “safe”, “good faith” or “protected” disclosure.

Disclose: means the reporting of improper activity and/or wrongdoing in an honest and responsible manner in accordance with this Policy.

Discloser: is the Fleming College community member who has submitted a complaint or statement about improper activity or wrongdoing.

Improper activity or wrongdoing: is any activity related to the College that is in violation of federal, provincial or municipal laws or regulations, is a serious violation of College policy, involves gross misconduct, gross incompetence, or gross inefficiency, and/or the making of false claims or statements.

Investigator: means the person or persons investigating improper activity and/or wrongdoing alleged in a report to the Recipient and may be the recipient.

Recipient: means the party receiving the complaint, report or statement including, as the case may be, the College President, his or her designate, or the Chair of the Board of Governors

Retaliation or reprisal: is any adverse action by the College including disciplinary action, dismissal, any other negative treatment or the threat to do any of the foregoing, against an individual who has reported concerns and/or filed a complaint pursuant to this Policy.

Respondent: is the member or members of the College community alleged to be engaged in improper activity or wrongdoing.

General Principles

1. If any member of the College community reasonably knows or has reason to believe that the College or another member of the College community is engaged in improper activity or wrongdoing that is not addressed by another College policy or mechanism or an external mechanism, he or she may file a CONFIDENTIAL written complaint, report or statement with the President or his or her designate. In the event it is the College President or his or her designate who is the subject of the disclosure, the disclosure may be made to the Chair of the Board of Governors

2. The Recipient shall receive, investigate and resolve the matter to the fullest extent possible as set out in this Policy.

3. In the event an internal solution is not available and depending on the nature of the complaint, report or statement, the Recipient may refer the matter to the Minister of Training, Colleges and Universities or other external agency, commission, tribunal and/or entity for resolution.

Anonymous Allegations

1. Anonymous allegations will only be acted upon if the evidence collected during the preliminary investigation indicates the disclosure can be property investigated, has merit, and is in the public interest.

2. Complaints, reports and disclosures made anonymously shall be received and reviewed to determine whether the matter should be fully investigated, has merit and is in the public interest.

Protection from Reprisal

1. The College shall not retaliate against any Discloser who in good faith files an honest and responsible complaint, report or disclosure in accordance with this Policy, or disclose information to an external agency/body against the College or any member of the College community, on the basis of a reasonable and honest belief that the disclosure is true and in the public interest.

2. Any Discloser who files a complaint, report or disclosure pursuant to this Policy in good faith and does not knowingly provide false or materially inaccurate information shall be protected from retaliation and reprisal.

3. Where a Discloser files a complaint, report or disclosure in accordance with this Policy in bad faith or knowingly provides false or materially inaccurate information, the Discloser may be subject to disciplinary action, including written reprimand, suspension, demotion, expulsion or dismissal within the limitations of collective agreements to which the College is subject and all applicable legislation.

4. Past performance, length of service or position within the College shall not protect an individual from being the object of an investigation.

Reports
Any matter requiring investigation is reported to the Board of Governors and shall include steps taken, findings and resolutions.

Related Documents

- Administrative Operating Procedure #4-428 OP, *Whistleblower*
- Governance Policy #1-102 O, *Risk Oversight*

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
NEW policy		

Fleming College
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ADMINISTRATIVE OPERATING PROCEDURE

	Whistleblower
Procedure ID:	#4-428 OP
Manual Classification:	Finance and Administration
Approved by:	*Executive Leaders Team, scheduled for June 2016*
Effective Date:	*Scheduled for July 2016*
Next Procedure Review Date:	2019
Administrative Contact for Interpretation:	Vice-President Finance and Administration
Linked to a Policy:	☒ Yes #4-428, *Whistleblower* ☐ No

Policy Statement

Any member of the Fleming College community has the right to raise concerns or file a complaint where there is an honest belief that the College or its members are engaged in serious misconduct, wrongdoing, breach of College policy or illegal activity, and there is no existing confidential internal policy or mechanism available to raise issues of a public concern that constitute: a criminal offence; negligent, improper or gross mismanagement of any College or public funds; a serious, wilful and flagrant breach of federal, provincial or municipal statute or College policy, procedure or regulation, and/or substantial and specific danger to the environment or public health and safety.

Purpose

This procedure sets out the process and guidelines to facilitate safe disclosure and the investigation of alleged wrongdoing.

Scope

This policy applies to the College and all members of the Fleming College community.

Definitions/Acronyms

College: means the Sir Sandford Fleming College of Applied Arts and Technology as a legal entity.

Fleming College Community: means any person who studies, teaches, conducts research at or works at or under the auspices of the College and includes, without limitation, employees or contractors; appointees (including volunteer board members); students, visiting scholars and any other person while they are acting on behalf of or at the request of the College.

Whistleblowing or Disclosure: the release or disclosure of information that is evidence of improper activity or a violation of law. It may also be described as “safe”, “good faith” or “protected” disclosure.

Disclose: means the reporting of improper activity and/or wrongdoing in an honest and responsible manner in accordance with this Policy.

Discloser: is the Fleming College community member who has submitted a complaint or statement about improper activity or wrongdoing.

Improper activity or wrongdoing: is any activity related to the College that is in violation of federal, provincial or municipal laws or regulations, is a serious violation of College policy, involves gross misconduct, gross incompetence, or gross inefficiency, and/or the making of false claims or statements.

Investigator: means the person or persons investigating improper activity and/or wrongdoing alleged in a report to the Recipient and may be the recipient.

Recipient: means the party receiving the complaint, report or statement including, as the case may be, the College President, his or her designate, or the Chair of the Board of Governors

Retaliation or reprisal: is any adverse action by the College including disciplinary action, dismissal, any other negative treatment or the threat to do any of the foregoing, against an individual who has reported concerns and/or filed a complaint pursuant to this Policy.

Respondent: is the member or members of the College community alleged to be engaged in improper activity or wrongdoing.

Whistleblower or Discloser: the College community member who has submitted the complaint.

Reporting Concerns

1. The Discloser should report alleged improper activity and/or wrongdoing in writing and in a timely manner (preferably within thirty (30) days of discovering the activity) to the College President or his or her designate. In the event it is the College President or his or her designate who is the subject of the disclosure, the disclosure may be made to the Chair of the Board of Governors.

2. The report shall identify with reasonable detail:
    a. specific incidents, acts or decisions believed to constitute improper activity and/or wrongdoing;
    b. the circumstances surrounding the improper activity and/or wrongdoing, including relevant dates, times and locations of the activity;
    c. the individual(s) involved in and/or responsible for the activity; and
    d. the rationale for invoking the Whistleblower policy, i.e. explain why no other internal or external mechanism available to address the activity.

3. The report should include the Discloser's name and contact information. However, those Disclosers wishing to remain anonymous shall **clearly** indicate in writing in the report their wish.

4. If the Discloser wishes to discuss his or her report verbally with the Recipient, the Disclosure shall clearly indicate in writing in his or her report this wish and include a telephone number or other contact information.

    NOTE: the College is subject to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31. Disclosers' statements and records related to investigations may be subject to an access to information request pursuant to that Act.

Assessment and Investigation

1. The Recipient shall notify the Discloser of receipt of the report in writing within five (5) business days.

2. The Recipient shall conduct a preliminary review of the report within seven (7) days of its receipt to determine a reasonable course of action taking into account

    (a) whether the Discloser provided sufficient detail in the report to proceed with an investigation of the activity and/or Respondent, and
    (b) whether the Whistleblower Policy applies to the activity and/or Respondent, i.e. has the Discloser availed him or herself of any other applicable relief mechanisms.

3. If, in the Recipient's sole opinion, the report warrants investigation, the Recipient shall investigate or shall engage one (1) or more individuals to investigate the report in such a manner that is appropriate in the circumstances in the Investigator's sole opinion, including speaking with the Discloser, the Respondent(s), obtaining and reviewing relevant documentation and undertaking any other activities deemed necessary to investigate the report thoroughly.

4. All investigations shall be conducted in a manner consistent with this Policy, all other College policies and all relevant legislation. The investigations shall be conducted in a fair, impartial, confidential and timely manner.

5. Where more than one (1) report is received in relation to the same improper activity and/or wrongdoing and these reports warrant investigation, a single investigation, may be conducted rather than multiple separate investigations.

6. Upon the timely completion of an investigation, the Investigator shall complete a written report outlining

   (a) the nature of the matter,
   (b) details of the conduct of the investigation,
   (c) the findings of the investigation, and
   (d) the recommended resolution of the matter.

NOTE: The Discloser shall not receive a copy of the Investigator's report.

7. Where an investigation confirms improper activity and/or wrongdoing, the Recipient shall,

   (a) address the improper activity and/or wrongdoing using appropriate measures and means including remedying any harm done where possible,
   (b) implement preventative procedures,
   (c) discipline wrongdoers, and
   (d) inform the Discloser in writing of the findings of the investigation and any actions taken pursuant to those findings within the limitations of collective agreements to which the College is subject and all applicable legislation.

8. Where an investigation does not confirm wrongdoing, the Recipient shall inform the Discloser in writing of the findings of the investigation within the limitations of collective agreements to which the College is subject and all applicable legislation.

9. If, at any time during an investigation, the Investigator determines that the Discloser's report is without merit, made in bad faith or contains knowingly false or materially inaccurate information, the Investigator shall terminate the investigation forthwith and notify the Discloser in writing of the termination and the reasons for the termination of the investigation.

10. Where the Investigator, in his or her sole opinion, deems the Discloser's conduct in submitting a report without merit, made in bad faith or containing knowingly false or materially inaccurate information so egregious as to warrant discipline, the Investigator may recommend sanctions against the Discloser within the limitations of collective agreements to which the College is subject and all applicable legislation.

11. At the conclusion of all of the foregoing, the investigation is formally closed.

Records

All records related to the Discloser's statement and any ensuing investigation shall be safeguarded at all times to ensure confidentiality. The College shall retain the records in accordance with the College's document retention policy and all applicable legislation.

Related Documents

- College Policy #4-428, *Whistleblower*

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
NEW		

BOARD BRIEFING REPORT

Fleming College
LEARN | BELONG | BECOME

SUBJECT: PeopleSoft Software Licensing Contract Renewal

Submission to: Public Board Meeting
Meeting Date: June 22, 2016 **Agenda Item 5.5**

Requested Action: Decision / Approval *(Risk Assessment applicable for decision items)*

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

A report seeking Board approval to enter into a five-year software service contract with Oracle Corporation.

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

Fleming College uses Oracle's PeopleSoft Enterprise Resource Planning software to manage its core business processes (e.g. financials, HR/payroll, student information). The system is widely deployed across the Ontario college system (more than half of colleges) and Fleming has no identified need or plans to move away from it in the near future.

This system originally cost the College over $8-million to implement, and the ongoing annual support/ maintenance contract cost is approximately $0.25-million per year. By entering into a five year contractual commitment, the value of the contract will exceed $1-million, thus requiring Board approval.

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.

Administration recommends entering into a five-year contract commitment with Oracle rather than continuing on a year-to-year renewal basis. This will generate a projected savings of $115,000 versus remaining on an annual renewal basis. Actual payments to Oracle will still occur on an annual basis; therefore, an average annual budget reduction/savings of $23,000 will result.

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 software fails to meet College needs or has a lifecycle that is shorter than five years.	Low	High
Future price per year becomes lower than the five-year contract pricing commitment.	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:
PeopleSoft is a multi-million dollar investment for the College, with new operating hardware also recently licensed for five years. The system is fully expected to be maintained and enhanced for at least the next five years. The support contract is only available from Oracle.

By committing to a five-year price plan, the College is effectively guaranteeing the price for the next five years to protect against potential increases in excess of inflation. The risk that future annual prices may drop by a larger margin than the proposed five-year contract price is seen as unlikely; these prices tend to increase annually by at least inflation, and the College is already taking advantage of educational pricing discount models. The risk is actually greater in the opposite direction – that software and support contract prices could rise higher than inflation unexpectedly which would jeopardize future year budgets.

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?

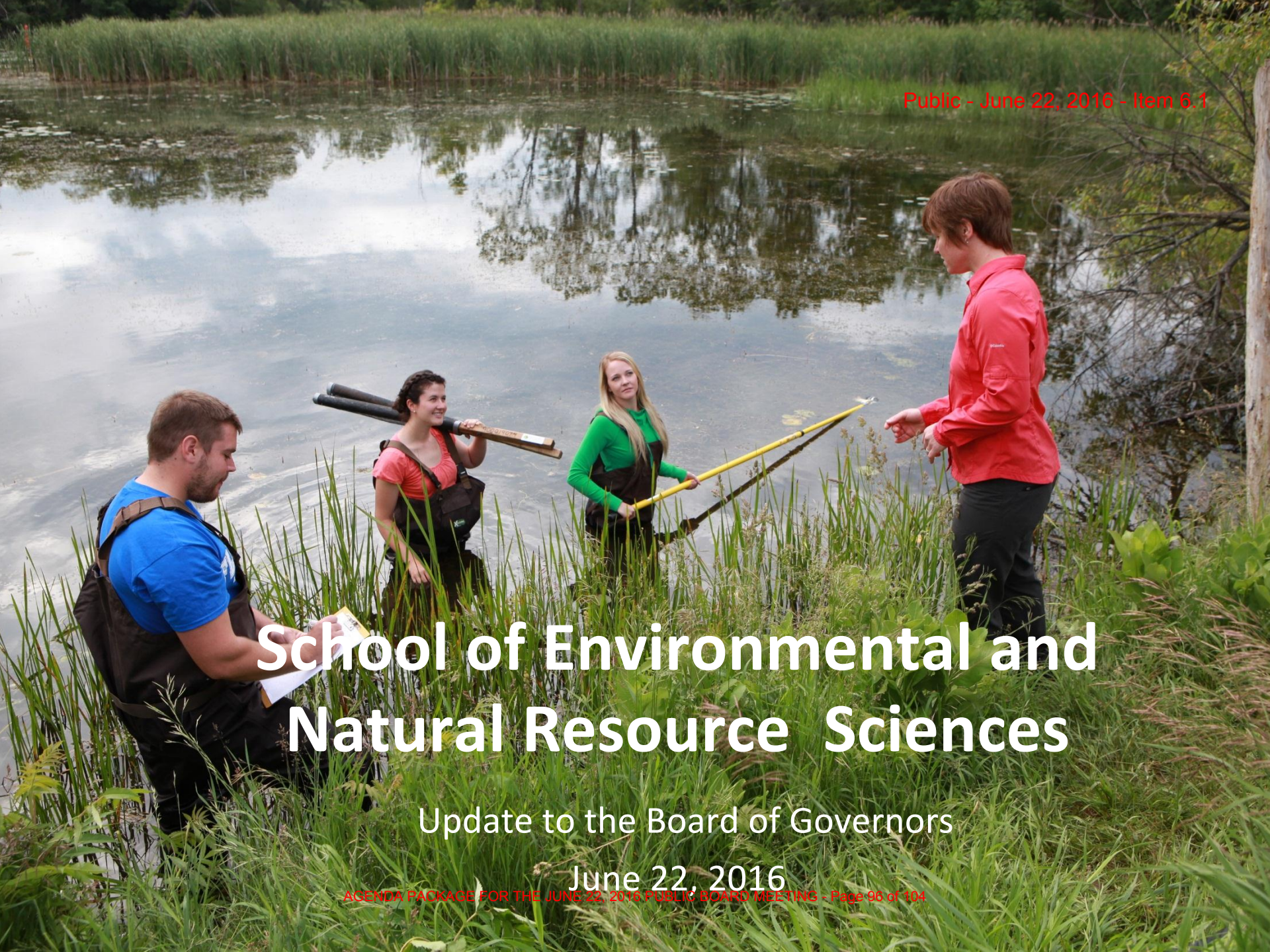
Implementation Strategy
Identify any matters to be addressed or steps to be taken in order to implement the recommendation.

Upon receiving Board approval, a five-year supplier agreement will be entered into with Oracle and the purchase completed July 2016.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the College entering into a five-year support contract with Oracle Corporation for its PeopleSoft ERP Software license, in the amount of $1,218,155 over five years.

AUTHORED BY: Vice-President Finance and Administration; Chief Information Officer



School of Environmental and Natural Resource Sciences

Update to the Board of Governors

June 22, 2016

Achieving Excellence in Student Learning

- Full-time hires completed in 2015-2016:
  - Heavy Equipment Techniques professors (2)
  - Heavy Equipment technologist
  - Conservation & Environmental Law professor
  - Hatchery technician
  - Forestry technologist
  - Fish & Wildlife professor

- New Programs:
  - Health, Safety & Environmental Compliance – 2016
  - Applied Planning – Environmental – Fall 2017 target
  - Sustainable Waste Management – Fall 2017 target
  - Fish & Wildlife and Forestry programs have introduced a Co-op stream

School & Campus Updates

- Hosted the Ontario **Envirothon** competition in May 2016 and will sponsor the North American Envirothon at Trent University in July 2016.

- Dean Skilton co-chaired the Canadian College & University Environmental Network (**CCUEN**) in 2015-2016. Their annual conference was held in Halifax (May 12 – 13) on the topic of "The Environment and Sustainability across the Campus and Curriculum".

- Frost Campus Summer **Nature Camp** trial this summer – two sections of children (ages 7 – 10) that focuses on week long fun hands-on activities around environmental education and outdoor skills

School & Campus Updates

- An **MOU** signing ceremony between SENRS and the Trent School of the Environment took place April 14 at Trent University.

- The Arboriculture and Urban Forestry Technician program hosted the inaugural **"Women in Trees"** event on April 23. The goal of the event was to market the program to potential female students, and open up dialogue around females in natural resource and environmental fields.

- The Frost Campus Master Plan was completed

Program Updates

- **On-Campus Wetland** - in partnership with Mason Homes and Niblett Environmental Consulting we will be constructing two wetland cells on-campus. Total area of the project is 1.5 ha and will involve student learning throughout the process (Heavy Equipment Operators students will be digging, GIS students surveying etc.)
- Developed **articulation agreements** with Vancouver Island University with our GIS program, Thompson Rivers University with our Outdoor Adventure Education program and UBC with our Urban Forestry Technician program
- Dean Skilton traveled to South Africa on April 21 with students and faculty from the Ecosystem Management Technician program. The goal of the trip was to establish a **semester abroad opportunity** for students in South Africa. This would include spending time at the Pidwa Wilderness Reserve and completing two courses at the University of Witwatersrand.

Program Updates

- A successful **partnership** between the Culinary Program Team and the Frost Campus Atlantic Salmon Hatchery staff resulted in trout that were raised in the hatchery to be served at the Culinary Cast Iron competition on March 3. This partnership demonstrated sustainable practices and cross-program and campus collaboration.

- Anishinabek Educational Institute (**AEI**) graduation is being held June 24. The students graduating will be the first cohort through the Forestry program, since our agreement was signed in 2013.

- In September 2015 the **GIS** program was offered onsite and remotely using a hybrid delivery model available to students anywhere in Canada. This pilot will lead to the model being expanded to other programs at Frost, to accommodate learners from across the globe.

Building Community Success

- **Frost Friends Committee** – working on building recognition and support for the Frost Campus in the committee through various community events. We hosted our first annual Moveable Feast (100 Mile Dinner) in October 2015 and will be hosting again this Fall. Launched a speakers bureau where various faculty speak to service groups about their areas of expertise.
- Frost Campus was the recipient of the Outstanding Commitment Award from the **United Way**, City of Kawartha Lakes for our increased workplace campaign efforts and 1st Annual Moveable Feast.
- An **MOU** between the Frost Campus and the City of Kawartha Lakes was approved by City Council on April 19. This will lead to increased collaboration and partnership.
- Ecosystem Technology program students hosted the 8th annual **EcoHealth Conference** on March 19. The event featured keynote speaker Bob McDonald from CBC Radio's Quirks & Quarks.

Contract Training/Continuing Education

- BEAHR Training at Curve Lake - Environmental Monitoring Coordinator - Environmental Monitors observe the environment and the impacts of human and industrial activities. Program graduates are prepared to work on various projects, such as Oil & Gas operations, Mining operations, Pipeline Construction, Seismic, Power Generation, Fishing, and Forest-harvesting. The program included two specializations:
  1. Regulatory Monitoring, focus on legislative requirements and monitoring industry activities.
  2. Research Monitoring, focus on executing monitoring tasks such as wildlife counts, surveys, and sampling.

Applied Research

- SENRS faculty were involved in two very successful research projects this past semester thanks to funding from the NSERC's Engage program:
  - Joe Outram completed a very successful research project with Hydro One to design and produce a mechanical locking safety mechanism for a chainsaw scabbard. Due to the success of the project, Hydro One will be pursuing other, larger projects with SENRS, through more NSERC funding.
  - Jon Carter partnered with MTS Environmental to validate the use of the Jumpstart 360 product as a cost-effective food additive, increasing performance in Rainbow trout. The results from this applied research project will validate the use of the Jumpstart 360 product as a cost-effective food ingredient in Rainbow trout, accelerating marketability.

- $12 million in Federal Funding was announced by Prime Minister Trudeau for the Southern Ontario Water Consortium (SOWC). The SOWC is composed of 10 post-secondary institutions. Fleming is the only college member. Several projects are underway in Fleming's CAWT that are supported with this funding.