

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

**Wednesday, October 26, 2016
3:45 p.m.
Scholfield Boardroom
Brealey Room B3330
Peterborough, ON**

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

A G E N D A

	<i>Pages</i>
1. Call to Order	
• Confirmation of Quorum	
• Welcome to the Traditional Territory, Introduction of Guests	
• Presentation of Tartans	
• Conflict of Interest Declarations (if any)	
2. Additions/Deletions/Approval of Agenda	1-2
3. Unanimous Consent Agenda	3
<i>The following items have been identified for the Consent Agenda; any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting. Items not moved will be considered adopted by consent without debate.</i>	
Approve the	
3.1 minutes of the June 22, 2016 Public Board meeting	4-6
Receive as information the:	
3.2 Chair's Report	7-12
3.3 President's Report	13
3.4 College Activity Report	14-17
3.5 Report on Actions Taken by the Executive Committee During the Summer Recess	18
3.6 Report on Contracts Awarded for the June 1 through September 30, 2016 Timeframe	19
3.7 Schedule of 2016-2017 Program Advisory Committee Meetings	20-27
4. Business Arising from Previous Meetings (not otherwise covered on the agenda)	
None identified.	
5. Matters for Board Decision	
5.1 Appointment of External Auditors (Briefing Report enclosed)	28
5 min. Presenter: Governor Gillespie, Chair – Audit Committee	
5.2 Strategic Investment Fund Governance and Borrowing Approvals (Briefing Report enclosed)	29-31
10 min. Presenter: President Tilly with Sue Sanders, Director Finance	
5.3 Terms of Reference: Board Committee-of-the-Whole (Briefing Report enclosed)	32-33
5 min. From Executive Committee	

**5.4 Guidelines for Governor Participation at Conferences and Workshops
(Briefing Report enclosed)**

34-35

10 min. From Executive Committee

6. Matters for Board Discussion

6.1 Postsecondary Enrolment Update (Report enclosed)

36-40

15 min. Presenters: Vice-President Limkilde with Brenda Pander-Scott, Executive Director International Education, Enrolment Management & Registrar

7. Other Business

7.1 “Community Connections” Roundtable (5 min.)

7.2 "On the Table"

- Education Pathways postcards
- Fall Open House invitation
- Fleming Ties magazine, Summer 2016 edition

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

An in-camera meeting is scheduled prior to the Public meeting.

9. Adjournment of the Public Meeting approx. 4:45 p.m.

Private Session (Governors Only)

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon October 26 until end of day October 27** on the **Surveys and Questionnaires** page of the **Board Portal**.*

CONSENT AGENDA

Public Board Meeting
October 26, 2016

Agenda Item 3

CONTEXT / PURPOSE

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

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

Attachments:

As listed below

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the minutes of the

- 3.1 Public Board meeting held on June 22, 2016**

and receive as information the

- 3.2 Chair's Report**
- 3.3 President's Report**
- 3.4 College Activity Report**
- 3.5 Report on Actions Taken by the Executive Committee During the Summer Recess**
- 3.6 Report on Contracts Awarded for the June 1 through September 30, 2016 Timeframe**
- 3.7 Schedule of 2016-2017 Program Advisory Committee Meetings**

Board of Governors PUBLIC MEETING

Wednesday, June 22, 2016

Frost Boardroom, Room 252

Lindsay, ON

Draft Until Approved

MINUTES

Present: Mr. Paul Downs
Ms. Dana Empey
Ms. Shelley Knott Fife
Ms. Lori Sutcliffe Geens, Board Chair
Mr. George Gillespie
Ms. Rosemarie Jung
Ms. Heather Kerrigan
Ms. Sue Kloosterman
Mr. Mike Leonard
Ms. Katherine Maclver
Mr. Dan Marinigh
Mr. Mike Perry
Ms. Patti Watson
Dr. Tony Tilly

Regrets: Ms. Allison Bowes
Dr. Nancy Martin-Ronson

Ms. Michele McFadden, Board Secretary

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 5.2:* Mr. Brian Bates, Director Product Development
- *Item 6.1:* Ms. Mary Ann Fader, Academic Chair – School of Environmental and Natural Resource Sciences

Meeting Observer: Mr. Joon Kim, Student Governor-Elect

1. Call to Order

The Chair confirmed **quorum** and called the meeting to order at 3:03 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 Mr. Leonard 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. The minutes of the May 25, 2016 Public meeting were amended to reflect attendance by Governor Watson.

Moved and Seconded by Ms. Kerrigan and Mr. Gillespie

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 May 25, 2016 Public Board meeting as amended;
- 3.2 grant summer authority for Board decisions to the Executive Committee 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;
- 3.3 approve the Investment Performance Report for 2015-2016;
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 for the period ended March 31, 2016 as provided to the College by RBC Dominion Securities; and
- 3.9 year-to-date Financial Position of the College at May 31, 2016.

Motion Carried

(Resolution BoG June22-2016 #1)

4. Business Arising from Previous Meetings

None identified.

5. Matters for Board Decision

- 5.1 **Draft 2016-2017 Board Meeting Schedule:** Governor Empey presented the draft meeting schedule which incorporates direction given via the annual operational review.

Moved and Seconded by Ms. Empey and Ms. Knott Fife

THAT the Board of Governors of Sir Sandford Fleming College approve the 2016-2017 Board Meeting Schedule.

Motion Carried

(Resolution BoG June22-2016 #2)

- 5.2 **New Program – Sustainable Waste Management:** Introduced by Vice-President Schollen and presented by Mr. Bates, it was noted that Fleming's program will be the first to launch under the new Waste-Free Ontario Act.

Moved and Seconded by Mr. Perry and Mr. Downs

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.

Motion Carried

(Resolution BoG June22-2016 #3)

- 5.3 **Revised College Policy – Recognition of Academic Excellence:** Presented by Vice-President Schollen, the policy was last reviewed in 2008. Non-current practices have been removed from policy and staff responsibilities clarified within the operating procedure.

Moved and Seconded by Ms. Watson and Ms. MacIver

THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #2-211, *Recognition of Academic Excellence*.

Motion Carried

(Resolution BoG June22-2016 #4)

5.4 New College Policy – Whistleblower: Presented by Vice-President Baker, the Board's direction to clarify the statement on reporting has been incorporated into the policy.

Moved and Seconded by Ms. Empey and Ms. Jung

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

Motion Carried
(Resolution BoG June22-2016 #5)

5.4 Software Licensing Contract Renewal: Presented by Vice-President Baker, Administration recommends entering into a multi-year contract rather than continuing on a year-to-year renewal basis.

Moved and Seconded by Mr. Downs and Ms. Knott Fife

THAT the Board of Governors of Sir Sandford Fleming College approve 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.

Motion Carried
(Resolution BoG June22-2016 #6)

6. Matters for Board Discussion

6.1 School of Environmental and Natural Resource Sciences Update: Ms. Fader welcomed the Board to the Frost Campus and presented the update report on behalf of Dean Linda Skilton. Flyers on the GIS Open House taking place on June 24 were circulated; members were encouraged to visit the Campus between 10:00 a.m. and 2:00 p.m. to view the student projects.

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

7.1 "Community Connections": Members were afforded an opportunity to note participation in a variety of events. Thanks were extended to Governors who were able to participate in a Convocation ceremony.

7.2 On the Table: The Summer 2016 issue of the Fleming College *Academic Newsletter* was provided to members.

7.3 Recognition of Outgoing Governors: The June meeting is the opportunity to thank and recognize members whose terms are drawing to a close. Governor Bowes was unable to attend the meeting; a gift acknowledging her service will be forwarded to her.

8. Report from the In-Camera Meeting: The Board held a brief In-Camera meeting earlier in the day and awarded a five-year contract for audit services to KPMG LLP, received the final report on its 2015-2016 objectives, and held an election meeting.

9. Adjournment of Meeting: It was moved by Mr. Downs, seconded by Mr. Marinigh and carried to adjourn the public meeting at 3:58 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 would be available until end of day Thursday on the Surveys and Questionnaires page of the Board Portal.

CHAIR'S REPORT

Public Board Meeting
October 26, 2016

Consent Agenda Item 3.2

Board Leadership

An election meeting was held on June 22, 2016. The following governors were elected for one-year terms, September 1, 2016 through August 31, 2017 and form the Executive Committee:

- *Lori Sutcliffe Geens*, Board Chair
- *Dana Empey*, Chair – Executive Committee and Board Vice-Chair
- *George Gillespie*, Chair – Audit Committee and 2nd Board Vice-Chair
- *Nancy Martin-Ronson* and *Paul Downs*, Governors-at-Large
- *Tony Tilly*, President (ex officio)

Professional Development

The Colleges Ontario **2016 Higher Education Summit** takes place on November 20 and 21 at the Sheraton Centre Toronto Hotel. Please refer to the attached flyer for specifics. We are in the process of confirming the Board delegates.

Governors received a print copy of the **College Centre of Board Excellence program** schedule for 2016-2017 at the Retreat. The program is comprised of a combination of in-person sessions and webinars.

Strategic Planning

The Board began the process of setting objectives for 2016-2017 at the September 28 Retreat; once approved, the objectives will be made public.

Congratulations

Jungeon "Joon" Kim of Fleming College and David Shadlock of Trent University each received a *Student Business Leadership Bursary* during the Greater Peterborough Chamber of Commerce 13th annual *Peterborough Business Excellence Awards* on October 19, 2016. The award recognizes exceptional business leadership potential in a postsecondary student. Congratulations to both students!

Congratulations to the six Fleming alumni selected as our **2016 Premier's Award nominees** (attached):

- Business: **Tracey Randall**, Tourism and Transportation, 1988
- Community Services: **John Lyons**, Law and Security Administration-Customs Administration, 1984
- Creative Arts and Design: **Irene Karsten**, Art Conservation Techniques, 1994
- Health Sciences: **Tammy O'Rourke**, Nursing, 1991
- Recent Graduate: **Peter Andreas**, Biotechnology Technologist-Forensics, 2013
- Technology: **Grand Chief Wabiska Mukwa**, Fish and Wildlife Technology/Technician, 1974

Award recipients will be announced on Monday, November 21 at the Premier's Awards ceremony.

Correspondence

There was no Board correspondence received in the Board Office.

Opportunities for Governors

President's Advisory Council: Meetings are held on Thursdays, from 4:00 to 6:00 p.m.

November 24, 2016 – Frost Campus – Lindsay, Boardroom 252

December – No Meeting

January 26, 2017 – Sutherland – Brealey Campus, Boardroom B3330

February 16, 2017 – Sutherland – Brealey Campus, Boardroom B3330

March 23, 2017 – Frost Forum – The Great Debate – Frost Campus – Room 209 noon – 1 p.m.

April 20, 2017 – Sutherland – Brealey Campus, Boardroom B3330

May 18, 2017 – Sutherland – Brealey Campus, Boardroom B3330

Program Advisory Committee meetings: an updated schedule for 2016-2017 has been provided in the Public Board Meeting Book, listed as Agenda Item 3.7.

Fulford's Restaurant will be open for Lunch on Friday's for the remainder of the semester; if you have any questions or would like to make a reservation, please contact Fulford's Restaurant at 705-749-5520 x1487 or fulfords@flamingcollege.ca.

The Second Year Culinary Students
Invite You to Dine at

Fulford's
Restaurant

Each Friday

September 30th through December 10th

Excluding Independent Study week October 28

11 a.m. to 1:30 p.m.

Walk-ins welcome, reservations recommended

A Real-World Learning Experience

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Fulford's Restaurant
Fleming College
599 Brealey Drive
Peterborough

For reservations:
fulfords@flamingcollege.ca
705-749-5530 ext. 1487

Fleming College | Culinary

November 20 - 21, 2016
Sheraton Centre Toronto Hotel

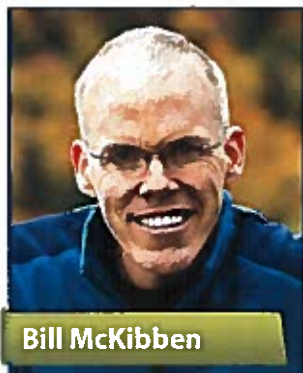
2016

HIGHER EDUCATION SUMMIT
SOMMET DE L'ÉDUCATION SUPÉRIEURE



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AGENDA PACKAGE FOR THE OCTOBER 26, 2016 PUBLIC BOARD MEETING - Page 9 of 40



ORDRE DES MÉTIERS DE L'ONTARIO



UNIVERSITY OF TORONTO
WOODSWORTH COLLEGE

November 20 - 21, 2016
Sheraton Centre Toronto Hotel

2016

HIGHER EDUCATION SUMMIT
SOMMET DE L'ÉDUCATION SUPÉRIEURE



CELEBRATE THE KICK OFF OF THE ONTARIO COLLEGES' 50TH ANNIVERSARY

Ontario's colleges are approaching a significant milestone — the 50th anniversary of the college system in 2017.

Sunday, November 20, 2016

Join us from 6:30 p.m. to 9:30 p.m. to kick off the celebrations of The Start of Something Amazing!



Turn back the clock and turn up the fun! Come dressed in your favourite decade outfit and dance to a live rock band. Visit the Beach Boys-themed shack in the '60s zone. Challenge your colleagues to a real game of Pac-Man in the '80s zone or visit the '70s zone to chill out in the lounge. Relive happy memories indulging in your favourite retro candy, dancing to your favourite tunes and celebrating the decades!

Stage band sponsor:



Join us Monday, November 21, to
celebrate Ontario's outstanding
college graduates.

Premier's Awards
Prix du **2016**
premier ministre

Premier's Awards

Fleming College 2016

Business

Tracey Randall (Tourism and Transportation, 1988)



Tracey Randall's international experience working on the Olympic circuit, volunteering in Zambia, and directing events at Unilever Canada, has fueled her ability to become an accomplished and innovative event management professional in corporate, community, and volunteer settings. As the General Manager of Peterborough Musicfest—the longest free summer concert series in Canada celebrating 30 years—Tracey generates 4.7 million tourism dollars annually for the Peterborough area and encourages visitors to relocate to The Kawarthas. She is a Board Director for Peterborough Economic Development and assisted with Women's Professional Golf Association tours, the PanAm Games, and The National Ballet of Canada.

Community Services

John Lyons (Law and Security Administration—Customs Administration, 1984)



John Lyons' passion for public safety and a spirited community empowers his ideas and leadership that impacts law enforcement, social reform and education for community betterment. In memory of a young drowning victim, John championed a nation-wide 'Swim-to-Survive' program, teaching water survival skills to youth and adults. In September 2015, the Ontario Provincial Police awarded John, and his team of detectives, with an accolade for outstanding and meaningful contribution to the community and extensive work on a high profile homicide case. John's volunteer positions support education, alumni, and social actions including the prevention of violence against women and AIDS resources.

Creative Arts and Design

Dr. Irene Karsten (Art Conservation Techniques, 1994)



Irene Karsten's passion for preserving Canadian history and specialization in conservation inspires her to effectively protect and save artifacts with high cultural value and vulnerability. As the Preservation Development Advisor for the Canadian Conservation Institute, Irene conducts broad-based facility assessments, conducts emergency preparedness workshops, and develops risk management solutions for museums, heritage groups, and galleries. She is also the editor for the Journal of the Canadian Association for Conservation of Cultural Property. In 2013, Irene remarkably salvaged and stabilized several thousand artifacts from the Museum of the Highwood collection that were submerged for two weeks after the Alberta flood.

Premier's Awards

Fleming College 2016

Health Sciences

Dr. Tammy O'Rourke (Nursing, 1991)



Dr. Tammy O'Rourke is a catalyst for change in primary health care, focusing on team-based delivery models. She practiced as a Registered Nurse for ten years prior to spearheading Ontario's second Nurse Practitioner (NP) led clinic as the Chief NP and President. Her doctoral dissertation and published research on NP-led clinics in Ontario has influenced change in Alberta's primary care system. Dr. O'Rourke implemented a unique Collaborative Community Care for Seniors initiative in Alberta—the largest of its kind in Canada. Her volunteer leadership roles engage her expert level perspectives within professional networks and as an international keynote speaker.

Recent Graduate

Peter Andreas (Biotechnology Technologist—Forensics, 2013)



As a Biology Researcher at Trent University, Peter Andreas investigates biochemical cross species interactions between plants and insects and is a key contributor to post-doctoral research. He co-invented a water remediation system with Noble Purification founder Adam Noble, which was patented in September 2013. Peter is also a Professor in the College's Advanced Biotechnology program where he provides students with a combination of life-science elements and job-ready skills. As a second career graduate, having previously co-owned Andreas Masonry, Peter's scholastic achievements were recognized by faculty and peers, receiving a Biotechnology Faculty Award and the Class of 2013 Valedictorian honour.

Technology

Grand Chief Wabiska Mukwa [Zane Bell] (Fish and Wildlife Technology/Technician, 1974)



As an Indigenous leader and environmental biologist, Grand Chief Wabiska Mukwa (Zane Bell) embraced traditional ecological knowledge in a contemporary society, combining innovative green technologies with indigenous customs and alliances to implement sustainable initiatives. In 2009, he negotiated trade relations with 36 Indigenous Tribes of Bolivia. He was the first and only Metis Leader appointed to the International Joint Commission 5-year Great Lakes Water Quality Review. His long-standing career with the Ministry of the Environment and Energy protected and restored wildlife and the environment, influenced hazardous waste management and water and wastewater treatment management and advanced government policies across Canada.

PRESIDENT'S REPORT

Public Board Meeting
October 26, 2016

Consent Agenda Item 3.3

Ministry of Advanced Education and Skills Development

Glenn Craney has been appointed Assistant Deputy Minister, Strategic Policy and Programs Division. He will start in this role on October 31. Glenn joined the Ministry in May 2016 as Expert Lead of the Postsecondary Funding Renewal Project; prior to this, Glenn served as the founding Executive Director for the Ontario Council on Articulation and Transfer (ONCAT).

The Ontario government has approved the expansion of engineering degree programs at colleges. Minister Deb Matthews notes that graduates of the colleges' engineering programs will be vital to the province's efforts to create a more highly skilled workforce.

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/>. The August issue of *Perspective* provides institutions an introduction to the planned year-long project and celebrations with respect to Canada 150. CICan has prepared a media kit to help member organizations plan events on or around their campuses and to encourage submissions to the national anthology.

The *Leaders Fall Forum* for Presidents and CEOs was held in Ottawa on October 3 and 4. The Forum provided an opportunity for reflection on future trends as well as an opportunity to exchange views on how our work aligns with the emerging priorities and initiatives of the new federal government. Fleming was represented by Dr. Brent Wootton, our Associate Vice-President Business Development, Applied Research, and Government & Partner Relations.

Colleges Ontario / Committee of Presidents

A new report confirms that Ontario's colleges are playing a leading role in Canada's efforts to tackle climate change. The report, [Moving to Net Zero: Colleges Leading the Way](#), highlights sustainability achievements from all 24 Ontario colleges. The successes cover everything from leading-edge research that promotes energy efficiency to the development of programs that prepare increasing numbers of graduates for careers in areas such as renewable energy and sustainable building construction.

College presidents discussed the future of postsecondary education at their strategic retreat September 25 and 26, exploring a range of topics related to how students value postsecondary education in this new world. Topics included open access to curriculum on the Internet, the laddering of credentials, the fiscal sustainability of the sector, and more.

Within the System

David Brook, Chief Executive Officer of the College Employer Council, will be resigning his position to pursue another career opportunity. He will assume the role of Chief Negotiations Officer at the Ontario Hospital Association.

COLLEGE ACTIVITY REPORT

**Public Board Meeting
October 26, 2016**

Consent Agenda Item 3.4

OUR STUDENTS

On June 24, the Anishinabek Educational Institute, in partnership with the School of Environmental and Natural Resource Sciences, celebrated the first ever graduating class of the *First Nation Forestry Diploma program*.



The Highlands East branch of the Haliburton County Public Library – built by Fleming students! – won a 2016 Ontario Library Association New Library Building Award. Students in Fleming's *Sustainable Building Design and Construction program* built the 2,240-square-foot library in 2013 in Wilberforce.

Students in the *Environmental Visual Communications program* are working with the Canadian Space Agency and the Royal Ontario



Museum on the latest NASA space mission. The students have been asked to create

communication materials for the CSA and the ROM for the upcoming OSIRIS-REx mission. Students in the Heavy Equipment Operator program celebrated their graduation on August 26.

On September 1, the *Sustainable Building Design and Construction program* hosted an event to celebrate the completion of the 2016 class project. In partnership with Haliburton Solar and Wind, the students built an Alternative Energy Presentation Centre at Abbey Gardens in West Guilford. Congratulations to the students and faculty!

Congratulations to *Madison Sloan*, Fleming student and Knights varsity cross country runner! Madison placed 37th at the World Triathlon Championships in Mexico, and was also the fourth Canadian to cross the finish line.

Frost Campus celebrated *National Forests Week* September 19-23. The non-profit organization Forests

Ontario asked people to wear plaid and donate \$5 to help support forest



restoration efforts and education programs. Fleming's School of Environmental and Natural Resource Sciences took part and proudly wore plaid at Frost Campus on September 22.

A celebration of life was held in Orillia on August 21 for *Parker Pautsch*, a student in the Heavy Equipment Techniques program who passed away suddenly as a result of a motor vehicle accident.

OUR EMPLOYEES

Human Resources

Recruitment and Selection: For the June 11 through October 11, 2016 timeframe:

- The College posted 36 positions (a combination of permanent and temporary positions): 27 Support, 5 Academic and 4 Administrative.
- There were 6 *internal full-time* Support staff transfers.
- There were 7 *temporary full-time assignments*: 1 Support and 6 Administrative.
- There was 9 *resignations and/or terminations*: 4 Support, 2 Academic and 3 Administrative.
- There were 8 *retirements*: 3 Support, and 5 Academic.
- There were 14 *leaves*: 11 Support (1 personal, 1 parental and 9 seasonal layoffs) and 3 Academic (sabbatical).
- There were 21 *returns from leave*: 17 Support (1 parental, 1 sabbatical, 15 seasonal layoff), 3 Faculty (sabbatical) and 1 Administrative (personal).

With Sadness

Condolences to the family, friends and former colleagues of *Lillian Macintyre*. Lil started at Fleming in 1977 and retired in 2008, working at both the Sutherland and Frost Campuses. Services were held on September 25.

Condolences to the family, friends and former colleagues of *Margaret Moran* who taught at the Frost Campus for 20 years (retired in 2006). Services were held on October 1.

Recognition

Congratulations to the following employee who achieved significant service milestones:

July 2016:

10 years: Glenn Linklater, Ralph Ashford
15 years: Clair Moloney
20 years: Monique Gatt, John Bowker

August 2016:

10 years: Deryck Pollard, Shannon Langlois, Claudia Barton
15 years: Sarah Amirault, Sonia Crook, Betty McNeely
25 years: Ann Vanwarmerdam
30 years: Gerald Guenkel, Linda Skilton, Joan Ayre
35 years: Bev Wiseman

September 2016:

10 years: Renee Stevens, Elizabeth Bush, Tanya Rice, Ryan Hill, Shawn Dunbar, Geresa Good, Icilda Clarke, Mark Sulliva, Gwen Bennet
15 years: Scott Ramsay, Albert Mastromartino, Leanne Rose
20 years: Val Bishop
30 years: Tracey Bell, Suzanne Hooke
35 years: Marg McGee

Congratulations to *Pam MacLeod*, a contract faculty professor in General Arts & Sciences, on her 1st place award through the Medlicott Writer's Network. Pam entered one of her mystery novels, *Mystery in Malawi*.

Student Services

Orientation events at the Sutherland, Frost and Haliburton Campuses kicked off the school year for hundreds of new Fleming students. A variety of academic and social events were hosted to introduce students to life at Fleming and ensure they have a successful start.

Olympic bronze medalist Hannah Darling took part in the pep rally on September 6. While at Fleming, Hannah also visited with the College's 2015-16 OCAA gold medal winning women's rugby team and took time to take photos with students and staff.

Student Life, International Student Services

Welcome to Canada! *Orientation* for

international students at the Sutherland Campus was held on September 2. The students enjoyed a BBQ in the cafeteria.



About 100 students participated in international orientation events throughout the week.

Aboriginal Student Services

Chi-miigwetch to all of the Fleming College students and staff who wore orange shirts on September 30! *Orange Shirt Day* grew out of a residential school survivor's story of having her shiny new orange shirt taken away on her first day of school, and it has become an opportunity to keep the discussion on all aspects of residential schools happening annually.

The Fleming Mental Health Initiative

Committee planned a variety of events at the Sutherland Campus for *Mental Illness Awareness Week*, October 4 through 7. The Frost Campus invited students and staff to *Stomp Out Stigma* at their event on October 4.

Residence Life and Off-Campus Housing

organized *Good Neighbourhood Visits* on September 28 in Lindsay. It was a great event for the College and the Lindsay community.

Congratulations to *Frost Residence Council* who raised \$600 in donations for the Humane Society of Kawartha Lakes! On September 25, students from residence participated in a Dog Walk-a-Thon at the Humane Society's shelter to raise funds for the organization.

Finance and Physical Resources

Two plaques have been installed at the Sutherland Campus. The first is at the *dry stone sundial*, located in the circle at the main entrance. The second plaque is at the beginning of the walkway into the KTTC. *The Fleming*

Erratics is not a rock band, but has a connection to rocks! Geologists use the term "erratics" to describe large rocks that do not belong to the local bedrock, believed to have been brought from a distance by glacial action.

A bright, colourful *classroom* greeted new and returning students of the *Community Integration through Cooperative Education* program. Over



the summer, renovations to the classroom were completed thanks to a generous donation from Knowledge First Foundation. The new classroom, located on B2 near Breaktime at Sutherland Campus, creates a more welcoming environment for CICE students.

The College has officially said "good-bye" to the *McRae Building*. The building, on Bonaccord Street, formerly housed the College's trades programs and Continuing Education. It closed in 2014 with the opening of the Kawartha Trades and Technology Centre. The empty building is now owned by the Peterborough Housing Corporation which plans to renovate the space to create 28 affordable housing units for single mothers.

Sustainability

The College has earned a *STARS Silver* rating in recognition of its sustainability achievements. STARS, the Sustainability Tracking, Assessment and Rating System, measures and encourages sustainability in all aspects of higher education. Fleming is the first institution in Ontario, and is only the second in Canada, to receive a Silver rating in the newest – and more stringent – version of the rating system, STARS 2.1. Fleming's public commitment to action on sustainability dates back to 2009 when, along with many other Canadian colleges, President Tilly signed the Pan-Canadian Protocol committing to sustainability in campus operations, curriculum, and research, and in working with the community. Fleming followed up with its strategic plan (2010-2015) and a five year sustainability plan (2013-2018) to become a "leader in sustainability." Fleming's report is publicly available on the STARS [website](#).

Marketing, Communications and Liaison

Hundreds of area high school students descended on the Sutherland Campus to attend the *College Information Program (CIP)*. The CIP is a province-wide tour organized by Ontario's 24 public colleges that provides high school students with information about the programs offered at all Ontario colleges. About 800 high school students were on campus, as well as representatives from colleges across Ontario.

Congratulations to Massage Therapy student *Devon Scott*, the big winner of Fleming's 2016 *Cash for College* contest! Devon was surprised with the \$5,000 announcement in class on October 14.



Advancement and Alumni Relations

The Summer 2016 edition of [Fleming Ties](#) is available online; a copy will be "on the table" for governors at the October meeting.

On October 1, the *Moveable Feast* fundraiser at the Frost Campus celebrated local food in support of student learning and the United Way of the City of Kawartha Lakes. Thank you to all who purchased tickets.

OUR COMMUNITIES

On July 28, Curve Lake First Nation hosted a community celebration for students who completed their *Dual Credit Summer School: Basic Culinary Techniques* course. This marked the third year of the partnership between Curve Lake First Nation, Fleming College and the Kawartha Pine Ridge District School Board. Congratulations to the graduates!

A class of elementary students presented an illustrated English/Arabic dictionary to Syrian refugees taking English language classes at Fleming. And the Cobourg Campus is offering free English language classes for new Canadians.

The Frost Campus opened its doors to host a *Blood Donor Clinic* on October 13. The Sutherland Campus hosted clinics on October 18 and 20.

Mason Homes and Fleming College have partnered to create a *wetland at the Frost Campus*, providing a new home to a variety of native plants and animal species. The construction of the wetland also offers valuable hands-on learning opportunities for students in programs within the School of Environmental and Natural Resource Sciences.

The Greater Peterborough Innovation Cluster (GPIC) announced the signing of a memorandum of understanding with the College; the College will occupy 1,000 square-feet of *dedicated space for use by business and technology students* in the newly expanded downtown incubator located in the newly launched VentureNorth building on George Street North.

UPCOMING EVENTS

Acknowledging All of Our Relations

Learn about the significance of opening and closing prayer

Learn how to give thanks and acknowledgement to traditional territory and all of our relations in Anishinaabemowin (Ojibway Language)

Sessions lead by Elder Shirley Williams

October 20	1pm to 4pm	The significance of an opening and closing prayer
November 23	10am to 1pm	Introduction to an opening prayer, pronunciation, etc.
December 5	1pm to 4pm	Introduction to closing prayer, pronunciation, etc.
January 13	1pm to 4pm	Practicing opening/closing prayer
February 8	10am to 1pm	Practicing opening/closing prayer
March 6	1pm to 4pm	Practice and memorization of opening/closing prayer
April 10	1pm to 4pm	Memorization

All sessions will take place in the Aboriginal Student Lounge, Room C2 129

NOGOJIWANONG

Open House – All Campuses: Saturday, November 5, 10 a.m. to 2 p.m.

Go Green: November 8, Sutherland Campus main foyer, 11 a.m. to 12:30 p.m. Students in the Project Management program will host an event to create awareness about Energy Conservation on campus. All are welcome.

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

BOARD BRIEFING REPORT

SUBJECT: Actions Taken by the Executive Committee During the Summer Recess

Submission to: Public Board Meeting

Date of Meeting: October 26, 2016

Requested Action: For Information

Consent Agenda Item 3.5

1. CONTEXT / PURPOSE

A report summarizing Board decisions during the summer recess.

2. BACKGROUND

At the June 22, 2016 Public Board meeting, the Board granted the Executive Committee summer authority for Board decisions to be taken between the June meeting and the first full meeting of the Board in the Fall 2016, with all such activity publicly reported at that meeting. This action ensures that urgent matters which may arise during the summer months are handled in a timely fashion.

The Executive Committee was not required to act on behalf of the Board for this timeframe.

However, at the September 14, 2016 Executive Committee meeting, three recommendations were made that were time sensitive; direction was given to seek Board support to proceed with the recommendations via email.

On recommendation of the Executive Committee and fully supported the Board of Governors via email, the Board:

- Directly appointed Holly Falconi as the Student Governor Observer for a term September 20, 2016 through August 31, 2017.
- Appointed Governor Dan Marinigh to the Audit Committee for a term October 7, 2016 through August 31, 2017.
- Re-appointed Governors Katherine MacIver, Paul Downs and Sue Kloosterman to the Audit Committee for a term October 7, 2016 through August 31, 2017

AUTHORED BY: Board Office

Period: June 1, 2016 – September 30, 2016

Contract Awards \$500k+

Award Date	Description	Vendor Name	Contract Amount (tax excluded)
	No contracts to report \$500k+ for this period.		

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Biotechnology Advanced	3	OCAD	13-Oct-16				
2	Esthetician	2	OCC	7-Nov-16				
3	Fitness & Health Promotion	2	OCD	28-Mar-17				
4	Health Information Management	2	OCD	24-Mar-17				
5	Massage Therapy	3	OCD	31-Oct-16				
6	Occupational Therapist and Physiotherapist Assistant	2	OCD	16-Jun-17				
7	Paramedic	2	OCD	7-Apr-17				
8	Personal Support Worker	1	OCD	10-Nov-16				
9	Pharmacy Technician	1	OCD	12-Oct-16				
10	Practical Nursing	2	OCD	17-Nov-16				
11	Recreation & Leisure Services	2	OCD	2-Dec-16				
12	Therapeutic Recreation	1	ODC	22-Nov-16				

School of Justice & Community Development

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Child & Youth Care	2	OCD	3-Nov-17				
2	Community and Justice Services	2	OCD	6-Apr-17				
3	Customs Border Services	2	OCD	20-Mar-17				
4	Developmental Service Worker	2	OCD	31-Mar-17				
5	Mental Health & Addiction Worker (formerly Drug & Alcohol Counsellor)	2	OCD	19-Oct-16				
6	Early Childhood Education	2	OCD	27-Mar-17				
7	Educational Support	2	OCD	30-Mar-17				
8	Emergency Management	1	OCGC	21-Mar-17				
9	Human Services Foundation	2	OCD					
10	Law Clerk/Paralegal	2	OCD	17-Oct-16				
11	Police Foundations	2	OCD	25-Nov-16				
12	Pre-Service Fire Fighter Education & Training	1	OCC	21-Oct-16				
13	Protection, Security & Investigation	2	OCD	4-Nov-16				
14	Social Service Worker	2	OCD	18-Nov-16				

School of Trades & Technology

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Carpentry Techniques	1	OCC					
2	Computer Engineering Technician/Technology	2	OCD					
3	Computer Security and Investigations	3	OCAD					
4	Electrical Engineering Technician / Electrical Techniques	2	OCD					
5	Heating, Refrigeration & Air Conditioning	2	OCC	Fall 2016				
6	Instrumentation & Control Engineering Technician	2	OCD					
7	Mechanical Techniques - Plumbing	1	OCC					
8	Welding Techniques	1	OCC	Fall 2016				
9	Wireless Information Networking	2	OCAD					

School of Business

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Business	2	OCD	TBD				
2	Business Administration	3	OCAD	TBD				
3	Business Administration - Accounting	3	OCAD	19-Oct-16				
4	Business Administration - Human Resources Management	3	OCAD	24-Nov-16				
5	Business Administration - Marketing	3	OCAD	TBD				
6	Chef Training	1	OCC	1-Feb-17				
7	Culinary Management	2	OCD	1-Feb-17				
8	Hospitality	3	OCAD	1-Dec-16				
9	International Trade	3	OCAD	0-Jan-00				Program suspended
10	Office Administration - General	1	OCC	May-17				Late fall 2016 or May 2017
11	Office Administration - Executive	2	OCD	May-17				Late fall 2016 or May 2017
12	Sporting Goods Business	2	OCD	1-Feb-17				
13	Tourism & Travel	2	OCD	1-Dec-16				
14	International Business Management	1	OCGC	TBD				
15	Project Management	1	OCGC	25-Oct-16				Deferring until Winter 2017

Haliburton School of the Arts

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Artist Blacksmith, Ceramics, Fibre Arts, Photo Arts and Visual Arts Fundamentals - Drawing & Painting	1	OCC					
2	Digital Image Design, Glassblowing, Jewellery Essentials and Sculpture	1	OCC					
3	Sustainable Building Design and Construction	1	OCC	27-Oct-16				
4	Integrated Design	2	OCD					
5	Visual & Creative Arts	2	OCD					
6	Cultural Heritage Conservation & Management and Museum Management & Curatorship	2	OCGC					
7	Expressive Arts	1	OCGC	25-Oct-16				
8	Graphic Design- Visual Communications	2	OCAD					
9	Studio Process Advancement	1	OCGC					

School of General Arts and Science

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	All General Arts Programs Including - College Health Science Option; Preparatory Health Sciences; GAS Science Preparation; GAS University Transfer; and GAS University Science Preparation	1	OCC					
2	Community Integration through Co-operative Education (CICE)	1	OCC					

School of Environmental & Natural Resource Sciences

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR	Minutes Posted?	Minutes Approved?	Comments
1	Electrical Power Generation Technician	2	OCD	18-Nov-16				
2	Heavy Equipment Techniques	1	OCC	18-Nov-16				
3	Blasting Techniques	1	OCC	25-Nov-16				
4	Environmental Technician /Environmental Technology	2	OCD	15-Dec-16				
5	Environmental Technology	3	OCAD	15-Dec-16				
6	Earth Resources Technician	2	OCD	19-Jan-17				
7	Conservation & Environmental Law Enf	1	OCGC	31-Jan-17				
8	Resources Drilling & Blasting Technician	2	OCD	8-Feb-17				
9	Fish & Wildlife Technician/ Technology	2	OCD	10-Feb-17				
10	Ecosystem Management Technician/Technology	2	OCD	9-Mar-17				
11	Forestry Technician	2	OCD	20-Mar-17				
12	Arboriculture	1	OCC	21-Mar-17				
13	Advanced Water Systems Operations & Management	1	OCGC	31-Mar-17				
14	Aquaculture	1	OCGC	3-Apr-17				
15	Outdoor & Adventure Education	1	OCC	6-Apr-17				
16	Outdoor Adventure Skills	1	OCC	6-Apr-17				

17	Ecological Restoration - Joint Degree/Diploma	4	OCD Honours Bachelor's	13-Apr-17				
18	Geographic Information Systems - Certificate	1	OCGC	9-May-17				
19	Urban Forestry Technician	1	OCC	22-March-16, 15-Nov-16				
20	Applied and Community-Based Research	1	OCGC					
21	Environmental Visual Communications	1	OCGC					
22	Health, Safety & Environmental Compliance	1	OCGC					
23	Heavy Equipment Operator	1	OCC					
24	Sustainable Agriculture	1	OCGC					
25	Applied Planning - Environmental							
26	Sustainable Waste Management							
27								

BOARD BRIEFING REPORT

SUBJECT: Appointment of External Auditors
Submission to: Public Board Meeting
Meeting Date: October 26, 2016
Requested Action: Decision / Approval

Agenda Item 5.1

1. CONTEXT / PURPOSE

The appointment of the College's independent external audit firm is required annually during the term of the contract.

2. BACKGROUND *(pertinent to item; a chronology of events including previous discussions/decisions by the Board)*

- June 22, 2016 In-Camera Board meeting: award of contract for external audit services
- Ontario Education Collaborative Marketplace (OECM) Master Agreement #2015-241 and RFS #241-FC for External Audit Services

The Audit Committee is scheduled to meet on October 26, 2016. A responsibility of the Audit Committee is to recommend, for Board approval, the annual appointment of the College's auditors after considering management's evaluation of the incumbent auditors.

Attachments: N/A

3. ANALYSIS / PROPOSED OPTIONS

In September 2015, OCEM issued a collaborative Request for Proposal (RFP) for External Audit Services for five years, plus an option to renew for an additional five years. The RFP was set up as a two part process in order to accommodate the differences between potential clients, therefore, a Request for Service (RFS), which included Fleming specific requirements was issued in February 2016. KPMG was the successful audit firm as a result of the RFS evaluations at a fee of \$56,050 and \$12,000 for the Annual Financial Statement Audit and the Enrolment Audit respectively.

The RFS also included pricing per special audit at a rate of \$2,550 per audit. The number and type of audits change annually; it is expected that there will be fourteen additional special audits in 2016/17, however, there could be additional as the year progresses, depending on additional funding received.

KPMG LLP has been the College auditor for fourteen years in total under prior contracts and has provided excellent, timely service to date. The fees for the combined annual financial statement and enrolment audits have remained consistent from the prior fiscal year, with a very slight decrease of \$250.

4. ASSESSMENT OF POTENTIAL RISK – *required for all matters seeking Board decision/approval*

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

Required to ensure compliance with governance procedure.

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN/ VISION / MANDATE

6. RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College appoint KPMG LLP as the College's External Auditors for the fiscal year ending March 31, 2017

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

BOARD BRIEFING REPORT

SUBJECT: Strategic Investment Fund (SIF) Governance and Borrowing Approvals

Submission to: Public Board Meeting

Meeting Date: October 26, 2016

Requested Action: Decision / Approval

Agenda Item 5.2

1. CONTEXT / PURPOSE

A report to formally document Board approval of the two SIF projects and their budgets, and seek approval to enter into a loan agreement with the Ontario Financing Authority to finance a portion of the capital projects approved for SIF funding.

2. BACKGROUND

- April 27, 2016 Public meeting: the Board approved in principle submissions to the Strategic Investment Fund for projects to be carried out at the Sutherland and Frost and Campuses.
- May 25, 2016 Committee-of-the-Whole: the Board received an update on the status of the submission, namely the Health Sciences Cluster Renewal, Modernization and Sustainability Improvement (Health) and the GeoCentre and Environmental Sciences Facilities Renewal, Modernization and Sustainability Improvement (GeoCentre).

The College has now received funding approval for these two projects. The College is required to contribute approximately \$7.1-million to these projects, which includes use of reserves and/or fundraising. In order for the College to fulfil its share of the funding for the projects, funds will need to be borrowed from the Ontario Financing Authority (OFA), the official lending agency for the Ontario Ministry of Finance.

On September 26, 2016, the Ministry of Advanced Education and Skills Development (MAESD) provided a memo outlining the requirements to receive financing from the OFA. Specifically, these requirements are necessary in order for the College to borrow funds under Section 28 of *the Financial Administration Act of Ontario*.

Attachments: N/A

3. ANALYSIS / PROPOSED OPTIONS

The two SIF projects were approved for funding by both the federal and provincial governments. The projects were approved as submitted, totalling \$16,983,500. The College's contribution is \$7,129,660 which will come from a combination of financial reserves, fundraising and borrowing. The breakdown and funding by project is provided below and is unchanged from earlier Board discussions.

Health Project Funding	Amount	Percentage
SIF	\$ 6,231,500	50%
MAESD	1,362,090	11%
Fleming College, including fundraising	4,869,410	39%
Total Project	\$12,463,000	100%

GeoCentre Project Funding	Amount	Percentage
SIF	\$ 2,260,250	50%
MAESD	-	0%
Fleming College, including fundraising	2,260,250	50%
Total Project	\$ 4,520,500	100%

At the time of submission of the proposals, the College requested approval for financing of ‘up to’ \$5.0-million. During the review phase, it was indicated that the HST and contingency may not be considered eligible and, therefore, the College requested an additional \$.7-million in funding to offset that lost funding should it occur. The memo received from MAESD on September 26, 2016 provided conditional Section 28 approval for Fleming to borrow up to \$5.7-million (\$4.1-million and \$1.6-million for the Health and GeoCentre projects respectively). As the projects were subsequently approved at the same level of funding as originally submitted, only the original ‘ask’ of up to \$5.0-million in borrowing is recommended to be requested from OFA as opposed to \$5.7 million. The approval is subject to the following requirements, which are due to the Ministry on October 31, 2016:

1. The OFA receives College Financial Statements and projected cash flow statements to its satisfaction;
2. The College confirms that the borrowed funds will be used to finance capital projects that have been approved for SIF funding by the federal government;
3. The College secures the approval of its Board of Governors to enter into a loan agreement with the OFA; and
4. The loan is on such terms and conditions as the OFA requires.

The College’s cash flow projection model assumes a loan amortized over 20 years, which aligns well with the long-term nature of the projects’ assets, and availability of historically low interest rates.

4. ASSESSMENT OF POTENTIAL RISK – required for all matters seeking Board decision/approval

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
Project costs could come in at a significantly higher level than has been budgeted.	Low	Medium
The settlement of the Elite Construction Inc. delay claim and its impact on the cash flow is unknown.	Low	High

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

It is very difficult for colleges to obtain approval for financing under Section 28 of *the Financial Administration Act*. It has recently been taking a year or more for institutions to obtain this critical government approval for financing, which limits a college’s flexibility to borrow funds on a timely basis if projects require it. MAESD and the OFA have worked collaboratively to expedite the process for the Section 28 approvals of the SIF projects due to the short timeframe of the projects and the significant portion required to be funded by the institutions themselves.

Fleming's cash flow projection model is based on conservative assumptions in order to reduce potential negative impacts/risks and to preserve future cash flow flexibility for the College.

The College will complete and submit to MAESD by October 31, 2016 the requirements for Section 28 approval as set out in their letter dated September 26, 2016. Once the OFA approves the documents, the College will enter into the loan agreement(s) with the OFA.

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE

These projects will contribute significantly toward the College's current Strategic Plan objective of "Delivering Outstanding Student Learning and Experiences" by upgrading a significant amount of College space for more modern academic delivery and environmental sustainability.

The magnitude of government financial assistance being provided for these projects, as well as the ongoing energy efficiency improvements and financial savings that will result from their sustainable design elements, will also significantly contribute to the objective to "Enhance the College's Financial Health and Sustainability."

6. RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Health Sciences Cluster, Renewal, Modernization and Sustainability Improvement Project* approved for SIF funding at a total project cost of \$12,463,000.

THAT the Board of Governors of Sir Sandford Fleming College approve the *GeoCentre and Environmental Sciences Facilities Renewal, Modernization and Sustainability Improvement Project* approved for SIF funding at a total project cost of \$4,520,500.

THAT the Board of Governors of Sir Sandford Fleming College authorize Administration to enter into a loan agreement with the Ontario Financing Authority for up to \$5.0-million (up to \$3.6-million for the Health Sciences Cluster Project and up to \$1.4-million for the GeoCentre and Environmental Sciences Facilities Project) to be used to finance the two capital projects that have been approved for SIF funding by the Federal Government.

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

BOARD BRIEFING REPORT

SUBJECT: Terms of Reference – Committee-of-the-Whole

Submission to: Public Board Meeting

Meeting Date: October 26, 2016

Requested Action: Decision / Approval

Agenda Item 5.3

1. CONTEXT / PURPOSE

A report to recommend terms of reference for a standing committee of the Board.

2. BACKGROUND

- January 29, 2014 In-Camera meeting: the Board revisited earlier discussions relating to making better use of a governors' time, the use of committees, the length and time of meetings, and the overall number of meetings.
- April 30, 2014 In-Camera meeting: members fully support a format that would condense the overall number of meetings and avoid duplication of effort.
- May 28, 2014 In-Camera meeting: the Executive Committee presented a new format that would facilitate attendance and the Board's request to be involved in decisions at an earlier stage. The Board would meet as a single committee (Committee-of-the-Whole) to discuss, scope and frame issues prior to its moving forward to a Board meeting for decision. The previously constituted Standing Committees would meet in exceptional circumstances as opposed to being scheduled monthly.
- June 25, 2014 In-Camera meeting: the Board agreed to pilot the committee-of-the-whole format; to call a meeting of a standing committee to formulate a recommendation if an item required additional consideration, and to evaluate this structure as part of the 2014-2015 operational review.
- May 2015: feedback from an evaluation survey was incorporated into a series of recommendations and presented at the May 27, 2015 Committee-of-the-Whole meeting where the Board confirmed continuation of the single committee structure (essentially replacing the Academic and Student Affairs, Finance and Property, and Human Resources standing committees)
- June 24, 2015 Public meeting: s. 36.1 of By-law 1-102 was amended to name the Standing Committees as Committee-of-the-Whole, Executive Committee, and Audit Committee

Attachments:

- Draft Terms of Reference

3. ANALYSIS / PROPOSED OPTIONS

The Board began operating with the single committee structure on the 2014-2015 meeting schedule. The By-law was revised in 2015 to reflect Committee-of-the-Whole as a standing committee, but development of a set of terms of reference was delayed.

4. ASSESSMENT OF POTENTIAL RISK – *required for all matters requiring Board decision/approval*

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

Required to ensure compliance with the operating by-law and governance procedures.

6. RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve *Terms of Reference for the Committee-of-the-Whole*, for inclusion as Attachment 2 to Governance Policy 1-102J.

Terms of Reference: COMMITTEE-OF-THE-WHOLE

TYPE: Standing Committee

MEMBERSHIP/COMPOSITION:

- All members of the Board of Governors

The Board Chair also chairs the Committee-of-the-Whole meeting. The Board Chair may delegate the Committee Chair's role to a member of the Executive Committee.

Quorum: A simple majority (half of the named members rounded down to the nearest whole number), plus one.

Administrative Resources (ex officio, without vote)

- Vice-President Academic
- Vice-President Finance and Administration
- Vice-President Human Resources and Student Services

MEETINGS: Meetings of the Committee are normally scheduled during the same day and prior to the scheduled Board meeting. Meetings are held in-camera (are closed to the public); individuals may be invited to attend for specific purposes. Minutes, meeting materials and attachments are considered confidential. A full set of minutes will be included on the next In-Camera (Closed Session) Meeting Consent Agenda, for approval of the Board (as stated in By-law 1-102, s.32.7).

The Committee is supported by the Executive Secretary to the President and Board of Governors.

Meeting agendas are developed from the annual Board Work Plan, with input of the Executive Leaders Team, and finalized by the Board Executive Committee.

SCOPE, RESPONSIBILITIES AND PROCESS

- Meeting as a single committee provides all Board members the opportunity to engage in discussion of ideas, issues and proposals in greater depth, in the same room, at the same time.
- The primary outcome is for Board members to feel they have enough information and have had ample conversation around an issue to be able to make a recommendation to the full Board.
- Committee-of-the-Whole meetings may vary in length and format to include, for example, educational opportunities, tours, presentations, workshops.
- No official actions are made in Committee-of-the-Whole. "Voting" relates to deciding through consensus if an item is ready to be taken to the Board for decision or whether to refer the item to another group (e.g. the Board Executive Committee) for further development.
- Items that are deemed ready to move forward to the Board are placed on the following month's Public or In-Camera Board meeting agenda. However, if an urgent issue arises which requires action that month, the item may be discussed at Committee-of-the-Whole and taken to the Board meeting for action that same day.

BOARD BRIEFING REPORT

SUBJECT: Guideline for Governor Participation at Conferences and Workshops
Date of Report: October 5, 2016
Submission to: Public Board Meeting – October 26, 2016
Requested Action: Decision / Approval **Agenda Item 5.4**

1. CONTEXT / PURPOSE

A report to recommend approval of a new governance guideline.

2. BACKGROUND

- October 10, 2012 Executive Committee meeting: members identified a need to establish guidelines for participation by governors at conferences and workshops.

Attachment:

- Guideline for Governor Participation at Conferences and Workshops

3. ANALYSIS / PROPOSED OPTIONS

Supports the core functions of the Board.

During the term of appointment, and to encourage Board members to attend events at the College, Governors are provided with parking and are eligible to enroll in Ministry-funding courses at the College, subject to availability, for a nominal fee. Professional development is also provided through educational sessions at Board meetings.

See attached.

4. ASSESSMENT OF POTENTIAL RISK – *required for all matters seeking Board decision/approval*

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
Budget restrictions may reduce ability to support volume of requests.	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

N/A

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Guideline for Governor Participation at Conferences and Workshops*.

GUIDELINE FOR GOVERNOR PARTICIPATION AT CONFERENCES AND WORKSHOPS

Purpose

In recognizing the evolving nature of a governor's responsibilities, members of the Board of Governors will be provided opportunities to improve their skills and effectiveness as governors and facilitate the work of the Board. Such opportunities include but are not limited to the annual provincial conference and workshops/seminars.

General Principles

Within the constraints of the current budget, an appropriate amount for attendance by Board members at the provincial conference and workshops/seminars will be budgeted each year.

Consideration for participation as a delegate at the Higher Education Summit (HES) or in-person workshops offered through the College Centre of Board Excellence (CCBE) in conjunction with the HES will include relevance to the members' duties with respect to the Board, the number of members wishing to attend, and the budget position of the PD account. While priority will be given to Board Officers and new Board members, it is important to also rotate participation so that all governors may be involved during their time of service.

The College provides opportunity for employees – and governors – to enrol in Ministry-funded courses offered by the College at a nominal fee. Information on accessing courses through this form of professional development is outlined in College Policy #2-209 on *Staff Tuition Fees*.

Process

1. The Board Secretary will advise governors of opportunities specific to college governance by circulating information as it is received. Notification may also include workshops or seminars endorsed by the College and/or open to the Fleming College community.

Governors are encouraged to participate in webinars offered through the CCBE program and may register for any webinar.

2. Members interested in participating in the annual provincial conference or workshops/seminars are asked to email requests to the Board Office. Through the Executive Committee, the Board Chair will review and prioritize the requests based on their alignment with current Board priorities and this Guideline.
3. The Board Office will be responsible for conference registration and hotel accommodation for approved delegates.

Members attending such activities are entitled to appropriate registration, transportation and accommodation reimbursements and will be held to the same standards as College employees. Requirements for reimbursement are outlined in Governance Policy #1-102E, *Expenses Regarding Governor Travel* and the Fleming College Expenses Directive under College Policy #4-414, *Travel and Related Expenses*.

4. Attendees at the provincial conference and workshops/seminars will provide a brief summary of the conference or highlights of the workshop/seminar at a subsequent meeting of the Board.

BOARD BRIEFING REPORT

SUBJECT: Postsecondary Enrolment Update
Submission to: Public Board Meeting
Meeting Date: October 26, 2016
Requested Action: For Information

Agenda Item 6.1

1. CONTEXT / PURPOSE

This report provides insight into our Fall 2016 enrolment performance and projected Winter 2017 enrolment.

2. BACKGROUND

Fall 2016 enrolment is now finalized. Fleming results have been presented. Complete system results were not yet available when this Briefing Report was prepared and will be brought to the meeting if released.

Winter 2017 is a work in progress. Students are continuing to apply, confirm and make payment. We have revised enrolment projections for Winter 2017 giving consideration to application patterns. At this point, we anticipate that we will not meet our aggressive domestic intake target and will exceed our international intake target.

Attachments:

- Slide deck

3. ANALYSIS / PROPOSED OPTIONS

Fall 2016 Postsecondary Enrolment

We were successful in increasing our domestic intake funded enrolment in the context of anticipated system decline (while final system numbers were not yet available at the time of preparing this briefing note we do anticipate the system will be down over last year). Our domestic intake enrolment of 3046 is 54 students or 1.8% greater than last year. This represents a rebound from last year's intake decline. International intake of 250 is up 62 students or 32.9% over last year. New product strategies, a program relocation, expanding some previous winter only program offerings to the fall, and strong domestic and international recruitment and conversion efforts are believed to be the main contributors to this success.

As anticipated, our overall returning student results declined over last year. Results were within 21 students of target. The decline directly related to last year's domestic intake decline flowing through into this year as registrants entered upper years of their programs.

Overall, new and returning, both international and domestic enrolment of 5757 is 68 students or 1.2% less than last year.

Winter 2017 Postsecondary Enrolment

Fleming's domestic applications are down 5% over last year and international applications are up considerably over last year. At this point we do not anticipate meeting our aggressive intake target

and have revised enrolment projections accordingly by reflecting total intake enrolment that is anticipated to be on par with last year.

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

4. ASSESSMENT OF POTENTIAL RISK – *required for all matters seeking Board decision/approval*

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

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE

6. RECOMMENDATION

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

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Fall 2014, Fall 2015 and Fall 2016 Comparative

Day 10 Enrolment - All Students

	Fall 2014 Total	Fall 2015 Total	% Change 2014 to 2015	Fall 2016 Total	% Change 2015 to 2016
New	3,301	3,180	-3.7%	3,296	+3.6%
Returning	2,561	2,645	+3.3%	2,461	-7.0%
Total	5,862	5,825	-0.6%	5,757	-1.2%

Source: Day 10 All Semester Registration Reports (based on full-time Approved Academic Load)

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Fall 2014, Fall 2015, and Fall 2016

Day 10 Enrolment - Domestic and International Students

	Fall 2014			Fall 2015			Fall 2016		
	New	Returning	Total	New	Returning	Total	New	Returning	Total
Domestic	3,120	2,365	5,485	2,992	2,410	5,402	3,046	2,217	5,263
International	181	196	377	188	235	423	250	244	494
Total	3,301	2,561	5,862	3,180	2,645	5,825	3,296	2,461	5,757

Day 10 Enrolment - % Change Domestic and International

	% Change New 2014 to 2015	% Change Returning 2014 to 2015	% Change Total 2014 to 2015	% Change New 2015 to 2016	% Change Returning 2015 to 2016	% Change Total 2015 to 2016
Domestic	-4.1%	+1.9%	-1.5%	+1.8%	-8.0%	-2.6%
International	+3.9%	+19.9%	+12.2%	+33.0%	+3.8%	+16.8%
Total	-3.7%	+3.3%	-0.6%	+3.6%	-7.0%	-1.2%

Source: Day 10 All Semester Registration Reports (based on full-time Approved Academic Load)

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Fall 2014, Fall 2015 and Fall 2016

Day 10 Enrolment - % of Domestic and International

	Fall 2014			Fall 2015			Fall 2016		
	New	Returning	Total	New	Returning	Total	New	Returning	Total
Domestic	94.5%	92.3%	93.6%	94.1%	91.1%	92.7%	92.4%	90.1%	91.4%
International	5.5%	7.7%	6.4%	5.9%	8.9%	7.3%	7.6%	9.9%	8.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Day 10 All Semester Registration Reports (based on full-time Approved Academic Load)

Fleming College