

**BOARD OF GOVERNORS
PUBLIC MEETING**

Wednesday, February 26, 2014

4:45 p.m.

Scholfield Boardroom, Brealey Room #5920
Peterborough, ON

2010-2015 Strategic Priorities

1. Achieving Excellence in Student Learning
2. Providing Superior Services and Facilities
3. Leading in Sustainability
4. Growing with Positive Results
5. Building Community Success
6. Developing the Fleming Working Environment

Highlighted item(s) are flagged as a generative discussion opportunity.

Est.

Time **Item and Action**

1. **Call to Order**

2. **Welcome and Introduction of Guests**

3. **Approval of Agenda**

Pgs 1-2

4. **Conflict of Interest Declaration**

5. Unanimous Consent Agenda

Pgs 3-16

The following items/recommendations have been identified as the consent agenda for the public meeting of the Board; Governors are encouraged to call the President/Board Chair/Board Secretary in advance of the meeting if there are questions about a listed consent agenda item.

ITEMS: *(enclosed)*

- 5.1 minutes of the January 29, 2014 public meeting of the Board of Governors
- 5.2 Activities of the Board Committees for the month of February 2014
- 5.3 Purchase Contracts Awarded
- 5.4 Program Advisory Committee Meeting Summaries
- 5.5 Correspondence for the months of January and February 2014

To approve the minutes and receive the listed items.

15 min **6. Board Education**

Budget Responsibilities and Objectives

Guest: Angie Sims, Director of Budget Services

INSERTED - Pgs 17-22

10 min **7. Reports**

7.1 College Activity *(enclosed)*

Pgs 23-25

7.2 From the Board Chair

INSERTED - Pgs 26-27

7.3 From the President

INSERTED - Pg 28

7.4 From the Liaison Governors

- President's Advisory Council, meeting of February 20, 2014
- Aboriginal Education Council, meeting of February 6, 2014

7.5 "Connecting with Our Communities" (a roundtable opportunity for Governors to comment on events they have attended and/or debrief on a recent event)

7.6 Report from the In-Camera Meeting

10 min **8. Business Arising from Previous Meetings**

8.1 KTTC Construction Project Update (enclosed)

Pgs 29-30

For information

8.2 Fleming College Strategic Mandate Agreement 2014 (enclosed)

Pg 31

At the January meeting, the Board requested an opportunity for follow-up discussion.

For information and Consultation

ADDENDUM - Pg 32

15 min **9. New Business**

9.1 New Program: Gerontology Multidiscipline (enclosed)

Pgs 33-34

For approval

9.2 Program Modification: Green Business Management (enclosed)

Pg 35

For approval

9.3 Revisions to College Policies

a) Investment Policy Statements #4-419A and #4-419D (enclosed)

Pgs 36-46

b) Purchasing #4-411 (enclosed)

Pgs 47-54

For approval

10. Other Business (includes items removed from the Consent Agenda)

10 min **11. Meeting Without Management**

Members of the Board are reminded of the private session that will take place at the conclusion of the meeting agenda.

12. Adjournment approx. 5:45 p.m.

UNANIMOUS CONSENT AGENDA

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

5.1 the minutes of the January 29, 2014 public meeting of the Board of Governors;

and receive, for information, the

5.2 Report on the Activities of the Board Committees for the month of February 2014;

5.3 Purchase Contracts Awarded for the period October 1, 2013 through January 31, 2014;

5.4 Summaries of the *Business Administration – Human Resources Management* (November 22, 2013), *Culinary* (November 27), and *Tourism and Travel* (December 6) Program Advisory Committee meetings;

5.5 Correspondence for the months of January and February 2014;

as circulated.

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (*Open Session*) Meeting
Wednesday, January 29, 2014
Scholfield Boardroom, Brealey Room #5920
Peterborough, ON

Draft Until Approved

MINUTES

Present: Mr. Andrews, Mr. Astell, Mr. Degeer, Ms. Kerrigan, Ms. Kloosterman, Mr. Krajcar, Mr. McLean (Chair), Ms. Merrett, Ms. Ross (telephone), Ms. Shill, Mr. Stanford, Ms. Watson, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Dr. Dockstator, Ms. Sutcliffe-Geens

Senior Administration: Dr. Angel, Mr. Baker, Ms. Crook, Ms. Limkilde, Mr. Van Parys.

Guest: Item 6 – Dr. Pander Scott, Registrar.

Staff: Ms. Laura Copeland, College Communications.

1. Call to Order

Governor McLean called the meeting to order at 4:33 p.m.

2. Introductions

The Chair extended a warm welcome to the guests and staff attending the meeting; regrets were noted.

3. Agenda

BoG Jan29-2014 #1

Moved and Seconded by Mr. Stanford and Ms. Shill
THAT the agenda be approved, as circulated.

Carried

4. Conflict of Interest Declaration

Governors were invited to declare conflict of interest with respect to the agenda; none declared.

5. 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.

BoG Jan29-2014 #2

Moved and Seconded by Mr. Krajcar and Ms. Watson
THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the January 29, 2014 meeting and the minutes of the

- **January 27, 2013 public meeting of the Board of Governors;**

and receive, for information, the

- **Report on the Activities of the Board Committees for the month of January 2014;**

- Updated Program Advisory Committee 2013-2014 Meeting Schedule and summaries of the *Educational Assistant* (January 17, 2013); *Pharmacy Technician* (April 17); *Practical Nursing* (October 15); *Esthetician* (November 4); *Biotechnology Advanced (Forensics)* (November 4); *Paramedic* (November 8); *Drug and Alcohol Counsellor* (November 12); *Personal Support Worker* (November 14); *Health Information Management* (November 15); *Massage Therapy* (November 19); *Child and Youth Worker* (November 21); *Developmental Service Worker* (November 22); *Arboriculture and Urban Forestry* (November 27); *Sustainable Agriculture* (November 27); and *Police Foundations* (November 29) Program Advisory Committee meetings; and
- Correspondence for the months of November 2013 through January 2014 as circulated.

Carried

6. Board Education: Enrolment

The Board welcomed Dr. Pander-Scott, who provided an update on students registered as of Day 10. The winter intake is traditionally smaller, but overall, the College has experienced a 1% increase from 2012-2013. This increase is in line with the half to one per cent growth target that had been set. Referring to the slide charting overall enrolment over the past five years, the College has experienced a record enrolment – from 12,331 in 2009-2010 to 12,905 in 2013-2014.

In addition to identifying academic areas of strength and opportunities for growth, the Strategic Mandate Agreement includes enrolment projections and a modest growth scenario assuming new program approvals, revitalization of existing programs and increases in international enrolment.

Governors were then provided an opportunity to seek clarification on the topic. The Chair thanked Dr. Pander-Scott for the update.

7. Reports

7.1 The College Activity Report was received, for information.

7.2 The Board Chair's Report highlighted upcoming opportunities for governors and was received, for information. Earlier in the day, representatives from Cogeco and TVCogeco were at the Campus to present a donation to the Kawartha Trades and Technology Centre Campaign: a \$50,000 in-kind gift of advertising to increase awareness of the campaign for student financial assistance and an additional \$50,000 cash gift for infrastructure and capital equipment.

7.3 The President's Report highlighted a number of activities within the system as well as offering a summary of events and presentations since the last report.

7.4 The President's Advisory Council held a meeting on January 23, 2014. Governors are encouraged to attend a meeting and see it "in action" first hand. The Aboriginal Education Council held a meeting on December 5, 2013; the group is conducting a review of its terms of reference and has formed a sub-committee to focus on recruitment of Aboriginal students.

7.5 "Connecting with Our Communities": Governors Stanford and McLean attended the recent Chamber of Commerce breakfast meeting; Dr. Tilly was the keynote speaker. Governor Degeer represented the Board at Minister Duguid's visit to the Haliburton office of Fleming CREW, highlighting the Youth Employment Fund; Dr. Tilly will meet with Minister Duguid on February 3.

7.6 Report from the In-Camera Meeting: The Board received a briefing with Sue Herbert, the Special Advisor responsible for negotiating the Strategic Mandate Agreements on behalf of the Ministry and awarded a four-year term extension to the College President, to June 2018. In making this announcement, the Chair noted the successes of Dr. Tilly since his arrival at Fleming in 2004.

8. Business Arising from Previous Meetings

8.1 KTTC Construction Project Update: Dr. Tilly provided an update on a meeting earlier in the day with key people at Elite Construction. Severe weather has complicated some aspects of construction, but the project remains on track for classes commencing September 2014.

9. New Business

9.1 Revisions to the Tuition and Ancillary Fees Policy Framework: A high level overview on significant changes in the provincial framework was provided.

9.2 Fleming College 2013-2014 Business Plan Update: Ms. Crook provided an overview of the interim report.

9.3 Fleming College Strategic Mandate Agreement 2014: The College updated the 2012 draft agreement to reflect the Ministry's differentiation policy framework and submitted the revised draft to the Ministry by the December 20, 2013 deadline. The College community has been invited to comment on and provide input to the document. Colleges are expected to finalize and submit agreements before the end of March.

The Board noted the references to enrolment and suggested a set of criteria be developed to ensure international growth would not disadvantage domestic students and to strengthen the Aboriginal enrolment projections in light of growth within the Aboriginal population

Referring to the section on financial sustainability, the Board commented that as written, it reflects savings through efficiencies as opposed to opportunities to generate revenue; this section should be revisited and brought back to the Board.

In summary, the agreement reflects that Fleming is well-placed for the circumstances of a differentiation mandate; it is a detailed document that requires a thorough reading. In this respect, Governors were encouraged to submit further input/comments/suggestions to Dr. Tilly.

The Board requested a follow-up discussion at the next meeting; it is anticipated that the Ministry will have released draft agreements to colleges and universities in the next few weeks.

10. Other Business: None identified or brought forward.

11. Meeting Without Management: The Chair thanked the guests and Senior Administration for their attendance at the public meeting. The Board moved into a private session at 5:28 p.m.

12. ADJOURNMENT of the public meeting at 5:46 p.m. by Ms. Kloosterman and Ms. Merrett.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Activities of the Board Committees*

PRESENTED BY: Governor McLean, Chair – Board of Governors

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Information

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

A report detailing the activities of the Board Committees at meetings held in the month of January 2014.

Advancement Committee

Governor Sutcliffe-Geens – Committee Chair

The Committee received updates on fundraising progress to date and a progress report on the KTTC Campaign. Members also received overviews of the Legacy Giving program, use of social media as a support for fundraising, and the bursary/awards program.

Academic and Student Affairs Committee

Governor Merrett – Committee Chair

The Committee reviewed a proposal to offer a new program of instruction in Gerontology and a proposal to modify the Green Business Management program including a change in title; both were recommended for Board approval. It is anticipated that the current embargo on new program approvals will be lifted by March 31, 2014.

Program review reports were submitted by the School of Justice and Business Studies highlighting the Business Administration – Accounting, Sporting Goods Business and Pre-Service Firefighter programs. The Committee also received an update on the Trent/Fleming University Transfer program.

Finance and Property Committee

Governor Degeer – Committee Chair

The Committee received an update on the College's financial position for the period ending January 31, 2014 (attached), a project update on the Kawartha Trades and Technology Centre, and reviewed the process to develop the 2014-2015 budget.

Revisions to the Purchasing policy and related operating procedure were reviewed and recommended for Board approval. The Committee also conducted the annual review of the Investment Policy Statements and recommended revisions to the Comprehensive Investment Policy Statement and the Ministry Endowed Investment Policy Statement for Board approval

Executive Committee

Governor Ross – Committee Chair

The meeting was chaired by Governor Degeer. The Committee continues to focus on recruitment of external members. Succession planning and building depth at the Executive positions remain a key discussion.

There is a need to hold elections for one internal constituency group. The following timelines were set to *elect the student representatives*, for parallel one-year terms commencing September 1, 2014:

Nominations open at 8:30 a.m. on March 20 and close at 4:30 p.m. on March 27. An e-announcement of candidates issued at 8:30 a.m. on March 31; campaigning begins at noon and ends on April 8 at 4:30 p.m. All campaign materials must be removed by end of day April 9. Online voting commences at 8:30 a.m. on April 10, ends at noon on April 14. Candidates are notified of the election results on April 15 and an e-announcement is issued the following day.

The annual operational review of the Board has commenced.

The Executive Committee was not required to act on the Board's behalf.

PREPARED BY: Board Office

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending January 31, 2014



	Current Year			Prior Year			Variance Difference %
	Actual To 31-Jan-2014	Budget Current Year	YTD/Budget %	Actual To 31-Jan-2013	Actual Prior Year	YTD/Year %	
Revenue							
Grants and Reimbursements	\$ 33,089	\$ 46,566	71.1%	\$ 33,548	\$ 45,520	73.7%	-2.6% U
Student Tuition Fees	25,594	23,796	107.6%	23,760	22,163	107.2%	0.4% F
Contract Training	352	902	39.0%	244	573	42.5%	3.5% U
Other Income							
Other Income	5,615	7,245	77.5%	5,979	7,961	75.1%	2.4% F
Ancillary Fees	3,864	4,013	96.3%	3,694	4,044	91.3%	4.9% F
Total Other Income	<u>9,478</u>	<u>11,259</u>	<u>84.2%</u>	<u>9,673</u>	<u>12,005</u>	<u>80.6%</u>	<u>3.6% F</u>
Amortization of Deferred Capital Contributions	2,939	3,527	83.3%	3,145	3,774	83.3%	0.0% U
Total Operating Revenues	<u>71,453</u>	<u>86,050</u>	<u>83.0%</u>	<u>70,369</u>	<u>84,036</u>	<u>83.7%</u>	<u>-0.7% U</u>
Investments	0	0		10	16	65.0%	F
Skills Programs	2,880	3,162	91.1%	2,633	3,059	86.1%	5.0% F
Tuition Holdback Bursaries	2,414	2,358	102.4%	1,813	2,187	82.9%	19.5% F
Ministry Bursaries	492	464	106.1%	521	695	75.0%	31.1% F
Special Projects	1,480	1,808	81.8%	1,381	2,229	62.0%	19.9% F
Facilities Renewal and Renovation Projects	171	453	37.7%	496	546	90.9%	53.2% U
Ancillary Operations	3,962	3,993	99.2%	3,900	4,008	97.3%	1.9% F
Total Revenue	<u>\$ 82,852</u>	<u>\$ 98,287</u>	<u>84.3%</u>	<u>\$ 81,122</u>	<u>\$ 96,775</u>	<u>83.8%</u>	<u>0.5% F</u>

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending January 31, 2014



	Current Year			Prior Year			Variance
	Actual To 31-Jan-2014	Budget Current Year	YTD/Budget %	Actual To 31-Jan-2013	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	\$ 31,721	\$ 38,496	82.4%	\$ 30,939	\$ 37,358	82.8%	-0.4% F
Salaries, Part Time	8,865	11,940	74.2%	7,981	11,555	69.1%	5.2% U
Benefits	8,334	10,675	78.1%	7,989	10,452	76.4%	1.6% U
Total Salaries and Benefits	48,919	61,110	80.1%	46,909	59,364	79.0%	1.0% U
Non-Salary Expenses							
Instructional Support Costs	3,859	4,604	83.8%	3,641	4,624	78.7%	5.1% U
Travel and Professional Development	781	1,154	67.7%	747	1,037	72.1%	-4.4% F
Advertising	634	1,070	59.2%	670	963	69.5%	-10.3% F
Telephone, Audit, Legal & Insurance	833	925	90.1%	839	966	86.8%	3.3% U
Equipment Maintenance	347	400	86.7%	314	407	77.0%	9.8% U
Plant and Security	1,970	3,544	55.6%	1,598	2,437	65.6%	-10.0% F
Rentals and Taxes	851	1,015	83.9%	846	926	91.4%	-7.5% F
Utilities	1,553	2,208	70.3%	1,279	1,972	64.8%	5.5% U
Contract Services Trent	0	2,155	0.0%	0	1,808	0.0%	0.0% U
Services & Other	1,975	2,879	68.6%	1,892	2,934	64.5%	4.1% U
Long Term Debt Interest	54	67	80.4%	78	91	86.3%	-5.9% F
Amortization of Capital Assets	4,169	5,003	83.3%	4,622	5,546	83.3%	0.0% U
Total Non-Salary Expenses	17,026	25,024	68.0%	16,525	23,713	69.7%	-1.7% F
Total Operating Expenditures	65,945	86,134	76.6%	63,434	83,077	76.4%	0.2% U
Investments	597	815	73.3%	520	796	65.3%	8.0% U
Skills Programs	2,186	2,734	80.0%	1,933	2,649	73.0%	7.0% U
Tuition Holdback Bursaries	2,414	2,358	102.4%	1,813	2,187	82.9%	19.5% U
Ministry Bursaries	492	464	106.1%	521	695	75.0%	31.1% U
Special Projects	1,480	1,781	83.1%	1,381	2,229	62.0%	21.1% U
Facilities Renewal and Renovation Projects	171	195	87.7%	496	548	90.6%	-2.9% F
Ancillary Operations	2,936	3,807	77.1%	2,708	3,368	80.4%	-3.3% F
Total Expenditures	\$ 76,221	\$ 98,287	77.5%	\$ 72,806	\$ 95,549	76.2%	1.4% U
Net	\$ 6,631	\$ 0		\$ 8,317	\$ 1,226		

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Purchase Contracts Awarded*

PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)

For Information

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

A report detailing the purchase contracts awarded (\$100,000 to \$499,000) for the period October 1, 2013 – January 31, 2014. The Board receives this information through the Finance and Property Committee on a quarterly basis.

1. Wet Dog Glass, LLC

Description: RFT #HAL13-13- Glass Furnace and Glory Hole for the Haliburton Campus
Contract Value: \$137,776.60 tax included
Award Date: October 9, 2013
of Bidders: 1
Bid Results: Wet Dog Glass, LLC \$137,776.60 tax included

Single source award to Wet Dog Glass, LLC. Wet Dog Glass, LLC is the manufacturer of the purchased equipment and only sells direct. This equipment was chosen based on the recommendation of Berting Glass, the consultant hired to assess our requirements on this project.

2. Elite Construction Inc.

Description: Kawartha Trades and Technology Building, CO-038
Contract Value: \$269,786.37 tax included
Award Date: October 21, 2013

Change Order - Ground floor plumbing revisions for welding and Gas/Oil/HVAC shop

3. Elite Construction Inc.

Description: Kawartha Trades and Technology Building, CO-047.1
Contract Value: \$482,526.01 tax included
Award Date: October 31, 2013

Change Order - Revised lighting, power and system requirements for Welding & HVAC shops.

4. Elite Construction Inc.

Description: Kawartha Trades and Technology Building, CO-087.
Contract Value: \$243,090.12 tax included
Award Date: December 18, 2013

Change Order - Supply & install complete fume exhaust system in Welding shop.

5. Sun Life Financial

Description: Sun Life Benefit coverage for International Students
Contract Value: \$159,447.50 tax included
Award Date: December 18, 2013

Sun Life Financial is under contract to provide these services to the College.

6. Deloitte Inc

Description: RFP #AD13-01 – Assess Oracle/PeopleSoft ERP Deployment and Develop a Financial Systems Roadmap
Contract Value: \$173,086.62 tax included
Award Date: December 18, 2013

Single source award to Deloitte Inc., as they were the firm engaged with the College during the initial rollout in 2006 and have in depth knowledge of the system and the deployment decisions that were made during that time.

PREPARED BY: Office of the Vice President, Finance and Administration

**Business Administration – Human Resources Management
Program Advisory Committee
November 22, 2013**

MINUTE SUMMARY

- Present:** Sherin Boovarliwala (SGS Lakefield); Alice Thornton (St.Joseph's at Fleming); Linda Vanderwel (AON Inc.); Dana McIntyre(PRHC); Susan Redhead (Campbellford Memorial Hospital); Sheena Thornton (Nexicom); Karen McGee (City of Peterborough); Kris Dawson(Epitome HR); Stefanie DiMarco (Kawartha Credit Union); Alison Garbutt (Nightingale Nursing Reg.); Lori Richey (Primary Health Care Services); Justin Anderson (Ventra Plastics); Jamie Allison (Epitome HR)
- Chair:** Karen McGee (City of Peterborough)
- Fleming Staff:** Jim Drennan(Dean); Deb Holts (Chair); Nick Duley (HR consultant); Joanne Tully (Program Coordinator); Jennifer Rishor (Faculty); Stephen Smith(Faculty); Deborah Clifford (Cobourg Campus/Contract Training Manager)
- Students:** Cody Harach
- Recorder:** Pam Selkirk (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	The Committee formally endorsed and validated the need to additional meetings To be held to discuss the passing of Bill 138 and how it is going to affect the HR profession and the impacts to the program.	Coordinator to set up meetings with industry partners to discuss the impacts over the next year .
2.	The Committee formally endorsed and validated the implementation of a mentorship program with semester 6 students.	Coordinator to implement a process to enable students to meet and interview with industry members.
3.	Committee members will elect a new Chair at the November 2014 meeting.	Committee members
Non-Action Items		
1.	Committee members were advised of convocation dates in June 2014. All members are invited to attend and requested to advise School Operations Liaison, to confirm attendance.	Committee members.
2.	An update was provided on the status of the current strategic planning process and the consultation that is currently occurring – internally and externally.	None required.
3.	A Campus Deans report was distributed, for the committee's information. The report included an update on provincial activity as well as an overview of campus/school activities over the past academic year including the increase in marketing initiatives, KPI results and an update on the Kawartha Trade & Technology Centre.	None required.

A complete set of meeting minutes is available to Governors in the Board Circulation binder

Culinary Program Advisory Committee
November 27, 2013
Scholfield Boardroom 5920, Brealey Campus
8:30am - 10:30am

MEETING SUMMARY

Present: Eartha Altenstad(MTCU); Chef Kevin Olinger(Eganridge Inn); Doug Northey (Chemong Lodge); Vicki Coppins (Aon Inc); Robert Lauzon (Ptbo Golf and Country Club); Tracy Battye (Elements)

Chair: Robert Lauzon

Fleming Staff: Jim Drennan (Dean, School of Justice and Business); Steve Moghini (Program Coordinator); Casey Van den Heuvel (Faculty); Deb Holts (Chair)

Students: Neil McDonald, Phillip Young

Recorder: Pam Selkirk (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	The Committee formally endorsed and validated the need for a Dietary Aid certificate course in lieu of a Nutrition Management certificate due to the changing needs in the industry and recent changes to qualifications required by the ministry in this field.	Coordinator to review costs, liabilities and challenges. Program will move forward through the internal program curriculum changes approval process..
2.	The Committee formally endorsed and validated the need for culinary students to be trained on less formal skills and to concentrate more on basic industry standard skills and to increase the computer, math and communication skills.	Coordinator to work with program faculty during common block development on curriculum revisions and improvements in May 2014.
3.	Committee members will elect a new Chair at the November 2014 meeting.	Committee members
Non-Action Items		
1.	Committee members were advised of convocation dates in June 2014. All members are invited to attend and requested to advise School Operations Liaison, to confirm attendance.	Committee members.
2.	An update was provided on the status of the current strategic planning process and the consultation that is currently occurring – internally and externally.	None required.
3.	A Campus Deans report was distributed, for the committee’s information. The report included an update on provincial activity as well as an overview of campus/school activities over the past academic year including the increase in marketing initiatives, KPI results and an update on the Kawartha Trade & Technology Centre to open in September 2014.	None required.

A complete set of meeting minutes is available to Governors in the Board Circulation binder

Tourism and Travel Program Advisory Committee
December 6, 2013
Scholfield Boardroom 5920, Brealey Campus
10:30am - 12:00pm

MEETING Summary

Present: Dana Merrett (Carlson Wagonlit Travel), Charmaine Macdonald (Tauck), Lisa Hutchinson (CAA Travel), Karen Jopling (Lang Pioneer Village), Susan Quinlin (Ptbo Economic Dev), Kathryn Zochodne (CAA Travel); Bev Quirt (Ministry of Tourism); Emily Martin (Peterborough Musicfest); Eileen Lum (Northumberland County Tourism)

Chair: Dana Merrett

Regrets: Jim Drennan (Dean, School of Justice and Business)

Fleming Staff: Patti Watson (Program Coordinator); Melissa Ford (Faculty); Deb Holts (Chair)

Students: Tracey Randall, Heather Majoran

Recorder: Pam Selkirk (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	The Committee formally endorsed and validated the need for placement to be changed to 1/2 unpaid field placement and 1/2 paid placement due to the difficulties in getting placement in this field.	Coordinator to implement in the program after going through the internal processes to change and implement in 2014.
2.	The Committee formally endorsed and validated the continuation and renewal of the SAFE trip for students provided they remain in good standing academically.	Coordinator to continue to work with Jamaica Self Help to aid with the humanitarian efforts.
2.	Committee members will elect a new Chair at the December 2014 meeting.	Committee members
Non-Action Items		
1.	Committee members were advised of convocation dates in June 2014. All members are invited to attend and requested to advise School Operations Liaison, to confirm attendance.	Committee members.
2.	An update was provided on the status of the current strategic planning process and the consultation that is currently occurring – internally and externally.	None required.
3.	A Campus Deans report was distributed, for the committee's information. The report included an update on provincial activity as well as an overview of campus/school activities over the past academic year including the increase in marketing initiatives, KPI results and an update on the Kawartha Trade & Technology Centre.	None required.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for January – February 2014*

PRESENTED BY: Governor McLean, Chair – Board of Governors

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Information

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

A report listing the correspondence received in the months of January and February; the material is available in the Circulation Binder for perusal by Governors.

By providing the index in advance, Governors are able to flag items they may wish to have discussed or clarified.

MINISTRY CORRESPONDENCE

None received.

COLLEGE SYSTEM CORRESPONDENCE

COLLEGES ONTARIO

Research Highlights

- February 2014 issue

The College Dispatch

- February 3, 2014 issue

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Inside ACCC - President's Update

- January 24, January 31, February 7 and 14 issues

News Releases:

- January 30: National Industry Associations Join with Canada's Colleges to Address Employment and Innovation Challenges
- February 7: Colleges and Institutes in Canada Support Federal Efforts to Enhance Education Outcomes for First Nations Communities
- February 11: Canada's Colleges, Institutes and Polytechnics are Satisfied with Budget Measures for Skills Development
- February 13: ACCC Tops the Podium at IPAC Deloitte 2013 Public Sector Leadership Awards

FLEMING IN THE NEWS

- January 22: Northumberland Community Futures Development Corporation and Fleming College Manufacturing Competitiveness in Northumberland

PROGRAM ADVISORY COMMITTEE MINUTES

- Business Administration – Human Resources Management (November 22, 2013)
- Culinary (November 27)
- Tourism and Travel (December 6)

PREPARED BY: Board Office

Budget Responsibilities and Objectives 2014-2015

14/15 Budget Development Process

There are **many factors** that impact the budgets for the college including, enrolment, tuition rates, Ministry grants, price increases/inflation and staffing /collective agreements.

Not all factors are known early in the budget process, thus budgets must be set initially on a series of **budget assumptions** and adjusted accordingly as assumptions become factual.

Both a top down process (guidelines/directions/strategic alignment) and a bottom up process (on the ground operational input) is used to develop the College budget.

Purpose of today's presentation is to discuss responsibilities and objectives through the College budget process.

14/15 Preliminary Budget - Revenue

Step 1 – Budget Office sets a preliminary baseline:

- Currently we have an estimate of \$99.7 M (\$1.4 M increase from 13/14) with following forecast assumptions:

Operating Grants (\$46.4 M)

- Base Operating reduced under MTCU policy \$750 for all 1st year international students – **Estimate for 1st year international students 200 to 230??**
- Enrolment Grant projected to increase \$500 K estimating enrolment growth from 11/12.

Tuition (FT - \$23 M, PT & Contract Training - \$3.4 M).

- Full time tuition forecast based on estimates using ELT approved 13/14 FT enrolment plan & 3% tuition fee increase
- Part-time and contract training based on 13/14 budget update

14/15 Preliminary Budget - Revenue

Other Income (\$11.9 M)

- Special purpose/project funding with matching expenditures are based on 13/14 update budgets
- Ancillary fees and all other income such as bookstore are projected with a small inflationary (2%) increase.

Step 2 – College Budget Office seek feedback on current budget assumptions and budget process from College executive and Board of Governors (FP Committee meeting February 12)

Next Steps:

- **March Board Meetings:** Administration present student fee increase options for recommendation to the Board. Presentation to FP Cmt March 12 meeting, recommendation to Board March 26 meeting

14/15 Preliminary Budget – Expenditures

Step 1 – Budget Office sets preliminary baseline

(compares to Revenue baseline as early indicator of budget concerns)

- Currently projecting \$99.6 M with following **forecasting assumptions:**
- As 2014-2015 is a collective agreement year salary increases are unknown, **estimated @ 1.5% salary increase.**
- Other expenditures forecast from 2% to 4% increases based on historic trending and economic scanning.

Step 2 - College Budget Office seek feedback on current budget assumptions and budget process from College executive and Board members.

Next steps:

- **March 10:** Budget managers forecast changes to staffing needs and all expenditure requirements. Request for Capital Investments.



Finalizing the 2014-2015 Preliminary Budget

Investment Strategy - mid to late March

- capital planning committee with representation from key divisions to build and recommend the annual capital investment strategy.
- donation opportunities will be considered within this process.

Finalize Budget - Late March

- **NEW to process:** A Budget Review Committee has been formed to review all operating budgets and to finalize the desired investment strategy, meet MTCU expenditure reduction targets and balance the college budget considering all requests.

Presentation of 2014-2015 Financial Plan:

FP Committee – April 16, BOG – April 30.

COLLEGE ACTIVITY REPORT

A report to inform the Board of Governors and the community on the College's activities between January 24, 2013 and February 20, 2014.

ACADEMIC

On January 31 and February 1, faculty and staff members called prospective students to congratulate them on their offers of acceptance to Fleming College— about 3,000 calls were completed. The calling campaign takes place annually around February 1, the date when offers can first go out for applications to programs for the following September.

Students in the Social Service Worker program invited the College community to personally participate in One Billion Rising on February 14, to raise awareness about violence and sexual violence against women .

Urban Forestry students, under the guidance of faculty member Katrina Van Osch-Saxon, are completing a tree canopy inventory for the Sutherland and Haliburton Campuses this year.

Ecosystem Management students are busy planning the 7th annual *Ecohealth Conference* to be held at the Frost

Campus on April 10, 2014. This year's theme is engaging the public in policy and governance with respect to natural resources and the environment.

Project Management students in the School of Justice and Business Studies are working with Melanie Kawalec, Sustainability Manager for the City of Peterborough, in completing LEED Certification for existing buildings at the Peterborough Sports and Wellness Centre.

Students in the Paramedic program and the **Tourism and Travel** program braved the frigid waters of Chemong Lake on February 2 as they participated in the annual BEL Rotary Polar Plunge. The Paramedic students raised almost \$800 fundraising for a Durham EMS paramedic injured in a MVA in December and another \$200 through a “dress-down” day (they normally wear a uniform for class). The Tourism and Travel students raised \$650, in support of their annual trip to Jamaica in April.



The 4th Semester Paramedic Students



Program Coordinator Patti Watson cheering her students

FINANCE AND ADMINISTRATION

More than 300 students received a free Kawartha Dairy ice cream cone outside the Brealey Bookstore on January 29 as part of the **Bookstore Winter Extravaganza** activities for students that took place the last week of January. Frigid temperatures outside did not hamper the event!

The Kawartha Trades and Technology Centre is scheduled to be open to students in September 2014 . The photo on the left is the Heating, Refrigeration and Air Conditioning lab— white venting indicates where the learning equipment will go. The photo on the right is the hallway connecting the existing structure near the Steele Centre.



HUMAN RESOURCES

Recruitment and Selection

For the January 12, to February 9, 2014 timeframe, the College **posted 21 positions** (a combination of permanent and temporary positions): 7 Support, 13 Academic and 1 Administrative.

The College hired **2 new permanent (full-time) staff**: 1 Support, 1 Administrative and 0 new permanent (regular part-time) staff. There was

- **4 internal full-time Support Staff transfer**
- **1 temporary full-time Support Staff assignment**
- **1 resignation and/or termination**: Support.
- **1 retirement**: Administrative.
- **1 leaves** 1 Support (personal)
- **0 returns from leave.**

With Sadness

Former Frost Campus faculty member **John Fels** passed away on January 12. John taught Cartography at Frost from 1975 to 1987. After leaving Fleming, John went on to complete his PhD and taught at North Carolina State University.

Recognition

Congratulations to the following employees who achieved significant **service milestones** in the month of January:

10 years: Adedayo Adeeko, Karen Augustin

15 years: John Mak

25 years: Mary Bencze, John Currie, Deborah Martin

30 years: Pat Hogan, Tom Phillips, Catherine Stalkie.

Warren Craft, an employee in Duplicating Services, has been raising money for Camp Kawartha for the past 20 years. The *2013 Warren in Motion* fundraiser wrapped up last month with an impressive \$6,783 raised to help sponsor kids at Camp Kawartha. Warren's grand total over the years stands at \$109,531.

The annual **Fleming Awards** provide an opportunity to recognize and honour Fleming employees for outstanding achievements that have contributed to the College's success. Nominations will be accepted until March 3; electronic forms for the six categories are provided on the Fleming portal homepage under "Fleming News".



The **Fleming Collegial Dragons Team** is seeking members for a women's team for the Peterborough Dragon Boat Festival taking place on June 14 at Little Lake. No experience required!

ADVANCEMENT AND ALUMNI RELATIONS

On January 29, the College received a \$100,000 donation from Cogeco and TVCogeco in support of the Kawartha Trades and Technology Centre.

On February 18, it was announced that the Building Skills. Shaping Futures campaign has secured cash, pledge and in-kind donations totalling \$1.35-million and has shifted its focus to raising funds for student financial assistance for the School of Trades and Technology. The goal is to raise \$250,000 for bursaries and awards; Scotiabank presented a cheque for \$10,000 to support the campaign.

The Peterborough Petes, in partnership with Fleming College, dedicated their February 13 game against the Belleville Bulls in appreciation of Fleming students, staff, faculty and alumni. Almost 500 Fleming staff, students and alumni attended **Fleming Night at the**



The KTTC Campaign Cabinet says "Thank You"

Petes.



(l-r) Greg Jefford, Manager Student Life; Andrew Barber, SAC President; Meg DeCarlo, Future Fleming student; John Lyons, Alumnus; Peter McLean, Board Chair

STUDENT SERVICES

Welcome Days this summer will be during the week of July 14 to 18. This is the initial transitional support program for new Fleming students and parents with the goal of ensuring they are well informed, connected and prepared ahead of start-up in the Fall.

Career Services held the **2014 Job Fair** on February 12 in the main foyer of the Sutherland Campus. This annual event provides students in their job search, with over 40 employers on site collecting resumes for jobs they have available for Fleming students.

Aboriginal Awareness Week was celebrated at the Frost Campus February 10 to 14 and at the Sutherland Campus the week of February 17.

Student Life will be launching the **Co-curricular Record** as a new service for students and alumni. The CCR is documentation of approved individual experiences outside the classroom.

Diversity, Accessibility and International Student Supports

The *Fleming Positive Space Education* program builds an inclusive and welcoming college where people of all sexual orientations and gender identities experience safety, equity and belonging. The program is open to all students, employees and any interested community members; it is made up of three levels, each one building on the awareness developed in the previous session.

Student Government

The *2014 Board Elections for the Student Administrative Council* are under way. There are five elected SAC Board positions: President, Vice-President Student Affairs, Director of Campuses, Director of Communications, and Director of Programming.



A circle to honor Stolen Sisters—missing Aboriginal women hosted on February 14 in the Frost Tipi

MARKETING, COMMUNICATIONS AND LIAISON

Have you seen our **ads on CHEX** covering the Trades and Technology programs and the Kawartha Trades and Technology Centre, our Core Promise and our post-graduate programs? The ads were all produced in-house by Fleming's creative team.

The “non-direct” segment of prospective students is growing faster than the cohort of students coming straight from high school. Fleming is currently running a campaign in university media, selected movie theatres in the Durham region and Peterborough as well as local websites and other media.

March 1 is the launch of **Haliburton's summer school programs**.

The **Recruitment Team** is holding “office hours” at our regional high schools to assist prospective students in confirming to Fleming or in completing their applications. The Team will also be offering special tours in Peterborough for prospective students and their families during March Break week.

Open House is April 5 from 10 a.m. to 2 p.m.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *From the Board Chair*

ACTION REQUIRED • *For Information* • *For Consultation* • *For Discussion* • *For Approval (include motion)*

On February 14, I met with MPP Jeff Leal and provided him with updates on a number of Fleming College activities.

Board Professional Development

- Congratulations to Governor Patti Watson who has completed the requirements of the *Good Governance Certificate* offered through the College Centre of Board Excellence.
- Federal anti-spam legislation comes into effect on July 1, 2014. Board members and college staff have an opportunity to participate in a webinar on *Canada's anti-spam legislation* and what it means for colleges, hosted by Colleges Ontario. The next session is offered *Friday, March 28 at noon to 1:00 p.m.* Please contact the Board Office if you wish to be registered. This session is not a requirement of the Board Excellence program.
- The *College Centre of Board Excellence Winter 2013/Spring 2014* sessions will be ending soon. Details on the two remaining sessions are on the reverse; registration is required.

Recruitment

- Our two submissions for appointment have been delivered to Cabinet for inclusion onto their schedule, the next step in the Secretariat's Public Appointment process.
- There is a need to hold *elections for one internal constituency group* this Spring. The Report of the Activities of the Board Committees (Item 5.2 on the agenda) outlines the timeline to elect the student representatives.

Celebrating Our Students

- I had the pleasure of attending the *International Student Welcome and Movie Night* on January 30 at the Sutherland Campus.
- As previously announced, the Kawartha Trades and Technology Centre Capital Campaign has secured a total of \$1.35-million to support the infrastructure and capital equipment needs of the KTTC. On February 18, it was announced that the Campaign would be continued, but with a focus on raising funds for *student financial assistance for the School of Trades and Technology*. It was with pleasure that I, along with the Campaign Co-Chairs, members of the Campaign Cabinet and College representatives, accepted a \$10,000 cheque from Scotiabank.
- Fleming College Business Administration – Accounting students will be hosting *free tax clinics* again this year. The clinics will be open Mondays in March from 10:00 a.m. to 3:00 p.m. at both the Sutherland Campus in Peterborough and the Frost Campus in Lindsay. The clinics are open to students as well as members of the public who meet Canada Revenue Agency's eligibility requirements.

Opportunities for Governors

- A governor is needed to serve on the *College Recognition Committee*. This committee is responsible for reviewing the nominations received for the six staff awards under the College's Rewards and Recognition Program. It is a time commitment of one day in early March. If you are interested in volunteering to serve as the Board's representative, please advise the Board Office as soon as possible.

PREPARED BY: Board Office

**College Centre of Board Excellence
Winter 2014 Session – UPDATED PROGRAM**

WEBINAR: Introduction to Risk Management – Part Two

During this 90-minute session, external experts will look at the components of Enterprise Risk management (ERM), the risk management process, an overview of various ERM frameworks, and the context for managing risk (e.g. internal and external factors, business drivers).

Completion of this session is required in order to receive the Advanced Good Governance Certificate.

Speakers: Joanne Lam, regional risk management practice leader, MNP; Tracy Fattore, associate vice president, administrative services, Humber College Institute of Technology and Advanced Learning

April 2, 2014 from noon - 1:30 p.m.

April 9, 2014 from noon - 1:30 p.m.

IN-PERSON SYMPOSIUM: Implementing Enterprise Risk Management

During this all-day, in-person session, external experts will look at what is involved in risk identification and assessment, monitoring and reporting of risk and risk mitigation and the board's role in ensuring that risks are appropriately identified and monitored. Case studies will be used to enable delegates to practice what has been presented. A panel of college representatives will discuss their initiatives regarding, and experiences with, enterprise risk management. It is **recommended**, but not mandatory, that interested **delegates complete Introduction to Risk Management Parts One and Two** before attending the session on Implementing ERM.

Completion of this session is not a requirement to receive the Good Governance Certificate.

Speakers: Joanne Lam, regional risk management practice leader, MNP; Victoria Prince, partner, Borden Ladner Gervais LLP; additional speakers TBC

April 29, 2014, full day 9:00 a.m. – 4:30 p.m.

Location: St. Andrew's Club and Conference Centre, 150 King Street West, 16th floor, the Garden Hall, Toronto, ON.

November 22, 2014: Good Governance, in-person session

November 23, 2014: Board Orientation, in-person session

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *From the President*

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)

Ministry of Training, Colleges and Universities

- Met with Minister Duguid on February 3, at his Ministry office in Toronto.

Colleges Ontario

- The Committee of Presidents approved recommendations to government on how Ontario could effectively introduce *three-year degree programs at colleges*.
- The college sector was invited to submit proposals to develop new online programs. Fleming's proposal to offer the online course *Human Growth and Development* was selected by Colleges Ontario to be forwarded to the Ministry for funding through the Shared Online Course Fund.
- Nomination forms for the *2014 Premier's Awards* will be made available on March 5.

Association of Canadian Community Colleges

- Participated in a teleconference meeting of the *ACCC Board* on February 6 and meetings in Toronto on February 13 and 14 including the IPAC Awards. Represented ACCC at a Roundtable Consultation hosted by the Honourable Greg Rickford in Ottawa on February 24; the focus of the roundtable was Science, Technology and Innovation Strategy.
- A *name change* two years in the making has been completed. With 92% of votes supporting the resolution, ACCC will officially change its name to "*Colleges and Institutes Canada / Collèges et Instituts Canada*". The new name will not be used until the May conference, when a new logo and brand are launched.

Within the System

- *Laurel Schollen*, Associate Vice President Academic at Seneca College, has accepted the position of *Vice-President Academic at Fleming College*. Laurel joins Fleming on March 31, 2014.

In the Community

- Attended a Board meeting of the Community Foundation of Greater Peterborough on February 5.
- On February 6, I attended an announcement by Jeff Leal, MPP Peterborough and Minister of Rural Affairs, at Trent University; the University received \$983,600 and the College \$808,781 in total funding through the Productivity and Innovation Fund.
- On February 11, provided greetings to visitors from IOTI Ireland.
- On February 18, attended a Luncheon with Bishop Nicola De Angelis.
- Met with the Consul General of India, Mr. Akhilesh Mishra, on February 19, at the invitation of Peterborough Mayor Bennett.
- On February 21, with Vice President Baker, met with City of Peterborough senior staff to provide updates on Fleming and City projects
- Extended congratulations to Leo Groarke on his appointment as the eighth president of Trent University. Dr. Groarke will assume the presidency July 1, 2014.

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORS
SUBJECT: Kawartha Trades and Technology Centre Construction Project Update
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee
ACTION REQUIRED
For Information
EXECUTIVE SUMMARY
• Purpose of this report/request • Past History • Other relevant information

A monthly update is provided to the Board, via the Finance and Property Committee. Overall, the project is on track for classes commencing in September 2014 and is on budget. Detailed tracking information is appended below.

KTTC Update - 7 February 2014
Progress to date–
Construction site

Item	% complete This report	% complete last report (4 Nov 2013)	Projected completion date this report	Projected completion date last report	Completion date as per original schedule (26 Sept 2012)
Project Schedule	53	50	15 August 2014	15 August 2014	
Main Building	53	51	7 August 2014	7 August 2014	
Building Structure (foundations, slab, floors, framing, etc.)	100	100	26 July 2013	26 July 2013	18 Jun 2013
Building Envelope (cement fibre panels, cladding, glazing, roofing, skylights, etc.)	75	62	12 March 2014	4 June 2014	31 Jul 2013
Interior Wall Construction	41	38	7 April 2014	25 March 2014	23 Dec 2013
Finishes	0	0	10 July 2014	3 July 2014	7 Mar 2014
Fittings (Millwork)	0	0	2 July 2014	2 July 2014	28 Feb 2014
Electrical	46	44	9 July 2014	2 July 2014	7 Mar 2014
Fire Alarm	40	31	28 May 2014	21 May 2014	7 Mar 2014
Mechanical (Plumbing)	64	64	17 June 2014	23 May 2014	28 Feb 2014
Mechanical (HVAC)	61	53	9 July 2014	9 July 2014	7 Mar 2014
Sprinkler and Fire Protection	56	56	9 July 2014	3 July 2014	7 Mar 2013
Exterior work and Landscaping	64	56	6 Jun 2014	7 May 2014	30 Dec 2013
Occupation Permit (substantial Performance)			9 July 2014	9 July 2014	4 Mar 2014

Internal Planning

Contracted Substantial Performance Date 3 March 2014

Item	% complete this report	% complete last report	Projected completion date	Projected completion date last report
Room allocations and space planning	100	100	complete	15 Mar 2013
Equipment lists	100	100	complete	15 Mar 2013
Furniture lists	100	100	complete	1 Apr 2013
Computer layout and rack design	100	100	complete	1 June 2013
Course Scheduling	0	0	28 Feb 2014	28 Feb 2014
LEAN design	0	0	1 June 2014	1 Jan 2014
LEED Gold Standard	30	30	7 Apr 2014	7 Apr 2014
Signage	70	70	1 Jan 2014	1 Jan 2014
Move Planning	20	20	1 Mar 2014	1 Mar 2014

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • *Identify the Pros and Cons*

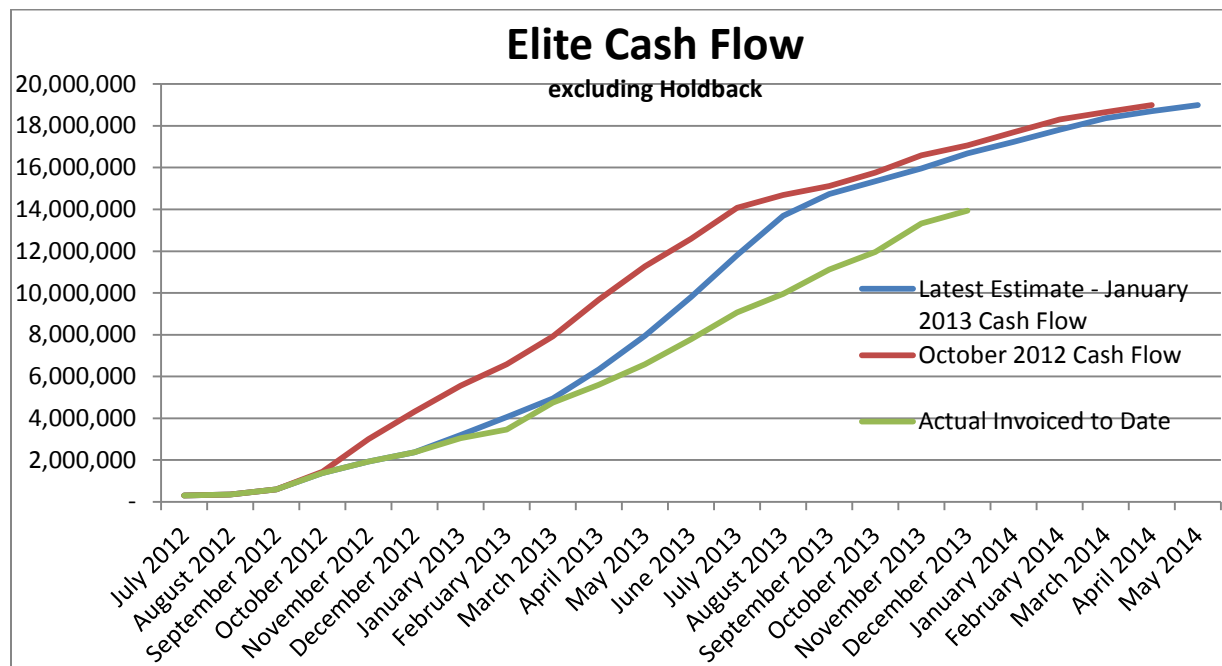
Considerations: This winter has not been favorable for construction and as a result we continue to lose time in key areas of the construction schedule.

Risks: The schedule will be a risk until the end of the project.

Actions: In addition to the actions that were highlighted in the past reports, the College will be meeting with the Prime Consultant and the General Contractor in order to merge the construction schedule with the Fleming College occupancy schedule.

FINANCIAL IMPLICATIONS • *Staff, facilities, equipment, legal* • *Impact on budget*

In addition to schedule risk, the financial risk and mitigation strategies for the project will continue to be managed closely and reported monthly to ELT and the Finance and Property Committee.



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

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College Strategic Mandate Agreement 2014*

PRESENTED BY: Dr. Tilly, President

ACTION REQUIRED • *For Information* • *For Consultation* • *For Discussion* • *For Approval (include motion)*

For Information and Consultation

EXECUTIVE SUMMARY • *Purpose of this report/request* • *Past History* • *Other relevant information*

A priority item for Fleming College is successful completion of a Strategic Mandate Agreement with the Province of Ontario. At the Board's January 29, 2014 meeting, discussion focused on the draft document developed and submitted by the College on December 20, 2013. Discussion also incorporated a consultation with Sue Herbert, Special Advisor to Deputy Minister Deborah Newman and lead negotiator on behalf of the Ministry of Training, Colleges and Universities with respect to college Strategic Mandate Agreements.

Discussion affirmed support for the overall direction developed and documented in the College's submission. Consultation with Ms. Herbert confirmed that the Fleming material is very consistent with Ministry emphasis on differentiation and on use of specific metrics.

Since the Board meeting, the Ministry has released draft material in response to college submissions. Essentially, the draft document incorporates college submissions into a template agreement, inviting discussion and focus on key points that require resolution prior to signoff scheduled for the end of March 2014.

Key discussion areas include instances in which student satisfaction and success data (reflected in Key Performance Indicators) do not appear to align with planned areas of concentration. The negotiation process is an opportunity to address such matters and thus arrive at agreements that are based on sound and achievable plans for the next three years.

Administration has put a process into place for finalizing our submission and for successfully completing negotiations with the Ministry. At the same time, it is important that the commitments that Fleming College enters into are well-supported by the Board of Governors. These commitments will drive the College priorities and actions for the next three years. They will also guide formulation of the College's next strategic plan. As previously noted, the College will soon move into the final year of the 2010-2015 Strategic Plan.

The February 2014 Board meeting will provide an opportunity to schedule and shape Board involvement in finalization of the Fleming College Strategic Mandate Agreement. Options include some use of scheduled committee meeting time on March 12 and/or a special teleconference meeting on March 19. It is not advisable to defer this stage of the process until the scheduled March 26 Board meeting given that a later discussion date would leave very limited opportunity for revisions to the agreement prior to signoff.

Further updates concerning the SMA finalization will be available as of the February 26 Board meeting and will include information on actions taken within the College and the results of further discussion with Ms. Herbert.

PREPARED BY: Board Office

Fleming College Strategic Mandate Agreement 2014 UPDATE

Current Activities

- The College hired Michael Cooke to craft the SMA document and ensure that it aligned with the Ministry's Differentiation Paper. He is also assisting with the completion of the template that will form the final submission for approval.
- We have undertaken a comparative analysis of our SMA and its positioning and that of other colleges.
- Our focus has been on metrics in terms of ensuring our internal metrics are based on data that is valid, available and reliable.

On February 25, we had a further conversation with Sue Herbert. The key highlights stemming from this discussion are as follows:

- The Ministry is encouraging continued dialogue and planning with Trent University, University of Ontario Institute of Technology and Durham College, as well as the development of relevant pathways with institutions across the province.
- We asked the Ministry to capture an aspirational statement for us that recognizes a Centre of Excellence in Environmental and Natural Resources. They have agreed to provide us with such a statement.
- The Ministry will note that the Kawartha Trades and Technology Centre will open at the College's main campus in 2014 as a regional hub for trades and technology thereby emphasizing the work that we will do in the next three years to make this a true focus for the region and beyond.
- There was a great deal of discussion regarding metrics. The Ministry will let us decide on the most appropriate institutional metrics for the SMA and understands that system-wide, we do not have strong metrics. Therefore, they will work with colleges to develop appropriate metrics in the next year.
- We plan to include in the SMA a brief description of our 'stage gate' new program process that will help us evaluate the best program ideas based on key criteria such as differentiation, contribution to overhead, market size, and employment opportunities.

Overall, the conversation was both informative and positive regarding the Fleming submission. Our next step is to revise the template and move forward with approval as soon as possible.

SUBMISSION TO THE BOARD OF GOVERNORS**SUBJECT:** *New Program – Gerontology***PRESENTED BY:** Governor Merrett, Chair – Academic and Student Affairs Committee**ACTION REQUIRED** • *For Information* • *For Consultation* • *For Discussion* • *For Approval (include motion)*
For Approval

THAT the Board of Governors approve the Ontario College Graduate Certificate in *Gerontology* program with an implementation date of January 2015, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.

SOURCE

- New Program Development and Approval Process, endorsed by the Board - January 26, 2011
- Academic Planning and Development Committee meeting February 12, 2014
- Academic and Student Affairs Committee meeting February 12, 2014

EXECUTIVE SUMMARY • *Purpose of this report/request* • *Past History* • *Other relevant information*

The School of Community Development and Health is proposing to launch an Ontario College Graduate Certificate in *Gerontology* commencing January 2015 as an online offering through Continuing Education. This certificate complements the current offerings in the School as it broadens the health and education program selection for students and provides a natural pathway for continued graduate study related to the field of gerontology for a variety of healthcare and community services. It also supports the professional development needs of the healthcare and community workers already currently employed.

The Minister of Health and Long-Term Care has prioritized serving older adults, their families and their care providers. As a result, Ontario's Action Plan for Health Care has established a new direction for the province's health care system and has identified a focus on equity, quality, access, value and choice to ensure Ontarians receive the right care, in the right place, at the right time. A key recommendation in the Senior's Strategy that would involve a collaborative approach between the Ministry of Health and Long Term Care and the Ministry of Training, Colleges and Universities. The intent of this focus is to support the preparedness of all future health and social care providers to meet the evolving care needs of older Ontarians by requiring that core training programs in Ontario include relevant content and clinical training opportunities in geriatrics.

Competition across the province is minimal. Three community colleges currently offer a Graduate Certificate in *Gerontology*. Several others offer versions dedicated to a specific target discipline. It is not an offering consistently found at private colleges. There is opportunity for Fleming College to contribute to continued professional development with an in-depth focus regarding care of older adults.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • *Identify the Pros and Cons**Credential:* Ontario College Graduate Certificate*Program Length:* 285 hours in total duration, on-line*School:* School of Community Development and Health

FINANCIAL IMPLICATIONS

• *Staff, facilities, equipment, legal*

• *Impact on budget*

There are no new capital or space requirements for this graduate certificate in *Gerontology*.

PREPARED BY: Office of the Vice-President Academic

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: Program Modification – Green Business Management

PRESENTED BY: Governor Merrett, Chair – Academic and Student Affairs Committee

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve the modification of the Green Business Management program to *Leadership in Sustainable Business Practices* with an implementation date of September 2014, for forwarding to the Credentials Validation Service for validation of the title.

SOURCE

- New Program Development and Approval Process, endorsed by the Board - January 26, 2011
- Academic Planning and Development Committee meeting February 12, 2014
- Academic and Student Affairs Committee meeting February 12, 2014
- Board of Governors meeting April 27, 2011 approving Ontario College Graduate Certificate *Green Business Management* program for implementation in January 2012
- Ministry of Training, Colleges and Universities memo dated July 12, 2011 confirming funding approval of the *Green Business Management* program

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

The *Green Business Management* program has been unsuccessfully offered on several occasions since its approval in 2011. Meetings with industry and College faculty have resulted in some curriculum changes to the program, a revision of the program learning outcomes, and a discussion around titling. Discussions about a title change were started at a Program Advisory Committee meeting and have continued through email correspondence with industry partners.

Although not stated as a discrete vocational outcome in the original outcomes, it is strongly held that leadership be a central theme. As such, the program outcomes have been revised, in particular the first one, in order to emphasize the leadership and management level outcomes of the program.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • Identify the Pros and Cons

Credential: Ontario College Graduate Certificate

Program Length: One year

School: Justice and Business Studies

To appeal to prospective students, a name change to *Leadership in Sustainable Business Practices* and curriculum revision are necessary.

FINANCIAL IMPLICATIONS • Staff, facilities, equipment, legal • Impact on budget

There are no financial implications.

PREPARED BY: Office of the Vice-President Academic

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Revisions to Investment Policy Statements*

PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve revisions to the Comprehensive Investment Policy Statement #4-419A, as circulated.

THAT the Board of Governors of Sir Sandford Fleming College approve revisions to the Ministry Endowed Investment Policy Statement #4-419D, as circulated.

SOURCE

- Minister's Binding Policy Directive *Banking, Investments and Borrowing* under the Ministry's Finance and Administration Policy Framework
- Finance and Property Committee meeting of February, 12, 2014

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

The Ministry of Training, Colleges and Universities Banking Investments and Borrowing Binding Policy Directive requires the College Board of Governors to approve an Investment Policy to guide its investment activities.

As well each of the IPS includes the requirement for an annual review by the Finance and Property Committee to ensure they remain consistent with the overall objectives of the College and prudent and conservative investment practices. The Endowment Policy also has an annual review requirement to ensure the target award percentage continues to be consistent with investment returns.

The College has three IPS and they each remain consistent with the overall objectives of the College and prudent and conservative investment practices based on the annual review. There has, however, been a change in the College investment manager's reporting which impacts the asset allocations in both the Comprehensive IPS 4-419A and the Ministry Endowed IPS 4-419D, resulting in changes being required to both policies. The current policies categorize fixed income within one year of maturity as cash and cash equivalents, but the investment manager's reporting has changed to include these investments with all other fixed incomes regardless of their maturity date.

The Operating Account IPS #4-424 is not impacted by the above noted change in reporting, therefore no change is recommended at this time. As well, no changes are recommended to the Endowment Policy #4-421 as the target award percentage continues to be consistent with investment returns.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • Identify the Pros and Cons

The cash and cash equivalent target has been reduced to 3% and the upper limit to 10% in IPS #4-419A and #4-419D as a result of the change in reporting.

FINANCIAL IMPLICATIONS • Staff, facilities, equipment, legal • Impact on budget

None noted.

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

SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

Policy # 4-419A Comprehensive Investment Policy Statement (IPS)	
Classification: Section 4 – Finance and Facilities	
Approved by: Board of Governors	Date: TENTATIVE – February 26, 2014
Replaces: January 25, 2012 #6; March 24, 2010 #4 (4-419A; 4-419B; 4-419C)	
Next Policy Review: <i>annual review required</i>	Responsibility: Finance and Property Committee

The Ministry of Training, Colleges and Universities require colleges to have an Investment Policy Statement (IPS) approved by the Board of Governors to guide its investment activities. The IPS is prepared in the following format, which is consistent with the Investment Manager's format.

Statement of Objectives and Investment Policy

The Investment Policy Statement expresses investment objectives in a document for Sir Sandford Fleming College's Donor funds and Ministry funds received under the Ontario Student Opportunities Trust Fund Phase 1 and Phase 2 Program, Donor funds and Ministry funds received under the Ontario Trust for Student Support Program and Donor funds received under the Other Endowed Bursary Fund. The Investment Policy Statement provides a framework for managing these Funds, and provides a useful process for decisions, reporting on progress and reviewing objectives.

1. Purpose

To establish guidelines governing the investment of the College's endowed Donor funds and Ministry funds received under the Ontario Student Opportunities Trust Fund Phase 1 and Phase 2 Program, Donor funds and Ministry funds received under the Ontario Trust for Student Support Program and Donor funds received under the Other Endowed Bursary Fund

2. Investment Objectives

The overall objective is to generate a total investment return that protects the capital component, achieves the annual target award percentage defined in the College Endowment Policy 4-421, which will be reviewed annually to ensure the target award percentage is consistent with investment returns. At the time of approving this policy, the target award percentage, in Policy 4-421, is equal to the Canada Revenue Agency's (CRA) disbursement quota percentage, which is applied to assets not currently used in charitable activities or administration. At the time of approving this policy, the CRA disbursement quota percentage is 3.5%.

The return objectives are as follows:

- Preserve capital
- Generation of 'income' to meet the target award percentage in Policy 4-421.

3. Performance Objectives

The minimum return objective is to meet the target award percentage in Policy 4-421, which is 3.5% per annum, at the time of approving this policy. This rate of return may not be achieved in each and every year; however, the portfolio is expected to generate this minimum return on investments over rolling 3 to 5 year periods (beginning January 1, 2012).

The portfolio is to be managed in such a way as to provide long-term consistency and stability of return, with current income accounting for the majority of the portfolio returns. The portfolio will be substantially invested in fixed income securities to provide both current income and long term stability.

Equity investments will be made in large Canadian corporations. Equities will focus on dividend paying stocks of Canadian Corporations with a market capitalization of greater than \$500 million. The goal of investing in these equities is to help fund current disbursements as well as to reduce short term market volatility and achieve longer term growth. The equity investments will be 100% Canadian equities in order to match Canadian dollar income with Canadian dollar liabilities.

In addition, the investments will adhere to the requirements as set out by the Ministry Training Colleges and Universities (MTCU). The Ministry funds may be invested in investments identified as eligible in the MTCU Banking, Investment and Borrowing Binding Policy Directive, see section 12 below for the list of eligible investments. The Donor fund investments must adhere to the requirements as set out by the Trustees Act.

4. Time Horizon

~~Endowment funds are to be held in perpetuity, therefore,~~ The funds are expected to be invested permanently with only income generated withdrawn.

5. Liquidity / Income

The College targets that about ~~5%~~ 3% of the portfolio should be held in cash or cash equivalents. ~~which includes bonds within one year to maturity.~~

6. Monitoring the Portfolio

The equity portfolios will be managed on a discretionary basis and will be monitored against the following benchmark:

	TARGET
S&P/TSX Equity Income Total Return Index	100%

Any significant under-performance of the benchmarks (defined as 3% or greater) over any 8 consecutive quarters will automatically lead to a review of the manager. The performance is reported and monitored quarterly.

The rate of return for the overall portfolio will be reported versus the benchmark return objective which is equal to the target award percentage in Policy 4-421. The portfolio is expected to generate this minimum return on investments over rolling 3 to 5 year periods (beginning January 1, 2012).

The fixed income investment return is not measured in relation to a benchmark as the fixed income investment strategy is to buy and hold bonds with staggered maturities.

7. Asset Mix Guidelines

The portfolio will be invested in money market securities, longer dated fixed income securities and equities in accordance with the following guidelines:

Overall Asset Allocation Guidelines:

Asset allocation guidelines will be managed and reported to Administration on a fund by fund basis for the OSOTF Phase 1 Donor and Ministry funds, OSOTF Phase 2 Donor and Ministry funds, OTSS Donor and Ministry funds and Other Endowed Bursary Donor funds. Asset allocation guidelines will be reported to Finance & Property Committee on a combined basis.

ASSET ALLOCATION	LOWER	TARGET	UPPER
CASH AND EQUIVALENTS (Including T-bills and fixed income within one year to maturity)	0%	5% 3%	15% 10%
FIXED INCOME (Over One Year)	55%	65% 67%	75%
EQUITY *(Including Income Trusts & Equity Linked Notes)	20%	30%	40%

From time to time market fluctuations, timing of deposits or approval may cause the portfolio to be temporarily inconsistent with the asset allocation set out in this Investment Policy Statement. When this occurs, rebalancing shall be completed within the following quarter.

8. Implementation

Investment strategies will be of a long-term buy and hold nature. No investment decisions will be made without first considering the impact upon current income generated by the portfolio within the context of the above stated objectives. Fixed income investments will be made on a staggered maturity basis so as to minimize the effects of large interest rate changes on the ongoing cash flow of the portfolio. This investment policy strictly prohibits the College from engaging in any investment activity that would be considered speculative according to the generally accepted principles of conservative investment management.

The investment manager will manage the equity portion of the portfolio on a discretionary basis. The equity investments would meet the guidelines structured in this Policy, the investments will be made in companies with a market capitalization of greater than \$500 million.

9. Other options

The use of derivatives, purchasing on margin, and short selling of securities is expressly prohibited.

10. Standard of care

All investments and investment managers are to comply with the guidelines outlined in this Investment Policy statement and will adhere to the prudent investor guidelines.

11. Investment Management Guidelines for Donor Funds

Quality Guidelines

Donor accounts will follow the following guidelines

1. All individual debt securities will be rated "A" (R-1 for money market securities) or better by a recognized Rating Agency when purchased.
2. If a fixed income holding is downgraded below A by all 3 rating agencies (Dominion Bond Rating Services, Standard and Poor's Credit Rating Service, and Moody's Investor Services) it will be sold by the end of the next quarter following the downgrade.

Diversification Guidelines

1. The maximum amount allowable per investment grade non-government fixed income issue will be the greater of 15% of the portfolio or 20% of the fixed income portfolio. The diversification guidelines will be applied on a separate basis for each of the OSOTF Phase 1, OSOTF Phase 2, OTSS and other Endowed Bursary.

From time to time market fluctuations, timing of deposits or approval may cause the portfolio to be temporarily inconsistent with the asset allocation set out in this Investment Policy Statement. When this occurs, rebalancing shall be completed within the following quarter.

Eligible Investments

Investments may be made in:

Government obligations (i.e. Treasury Bills Notes, Strip Coupons, Debentures and/or Bonds) issued directly or indirectly by the Federal government or an agency (Canadian and U.S.) or any of the provinces with an appropriate credit rating (see investment limits below).

Canadian Chartered Bank Securities, being Bearer Discount Notes, Deposit Receipts, Term Notes, Certificates of Deposit, Bankers Acceptances, bonds and strip coupons with an appropriate credit rating.

Securities of foreign banks or the Canadian affiliates of foreign banks provided that the obligations are guaranteed or carry separate appropriate ratings.

Commercial paper, bonds, debentures and strip coupons issued of Canadian companies with an appropriate credit rating.

Loans to investment dealers (call loan) providing that full collateral value plus applicable margin are held at a banking institution.

Stapled securities

Income units being Royalty Trust Units and Real Estate Investment Trusts

Common Equity: Market Capitalization of greater than \$500 million

Investment Limits

The purchase of any securities carrying a credit rating below A for bonds and R1 for commercial paper is strictly prohibited.

Ratings will be used from one or more of the following ratings agencies: Dominion Bond Rating Services, Standard and Poor's Credit Rating Service, and Moody's Investor Services.

The maximum investment in corporate fixed income is 75% of the fixed income portfolio.

12. Investment Management Guidelines MTCU Funds (Ministry Funds)

Quality Guidelines

Ministry Funds are defined as College Funds in the MTCU Banking, Investments and Borrowing Binding Policy Directive.

A college may only invest Ministry funds 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.

13. Application

This Investment Policy Statement will be implemented by the College’s chosen Investment Manager, and monitored by the Finance & Property Committee.

Investments in the fixed income portion of the portfolio will be recommended to one of the following for their approval prior to any investment being made:

Vice-President Finance and Administration or
 Director, Finance or
 Director, Budget Services
 Manager, Accounting Operations

The fixed income portfolio will be managed on a transaction basis.

Equity investments are made at the discretion of the Investment Manager subject to all guidelines established in this document.

14. Reporting

Quarterly investment reports shall be prepared for and distributed to the Finance and Property Committee or Administration.

Quarterly reports for the Finance and Property Committee shall contain the following information:

- A summary of the asset allocation percentage at the end of the quarter, on a combined basis for the OSOTF Phase 1, OSOTF Phase 2, the OTSS and the Other Bursary Fund
- An assessment of performance versus the benchmark return objective which is equal to the target award percentage in Policy 4-421. on a consolidated basis for all accounts
- An assessment of performance against the appropriate benchmark over the same period on a consolidated basis for all equity only discretionary accounts
- A written statement of compliance with relevant portions of the IPS as follows:
 - Asset Mix
 - Quality and Diversification Guidelines
 - Eligible Investments
 - Investment Limits
- A written market commentary

Quarterly reports for the Administration shall contain the following information:

- Portfolio valuation including asset allocation and each security, quantity, market price, market value, fixed income summary, weighted average term to maturity, accrued interest , on a combined basis for each OSOTF Phase 1, OSOTF Phase 2, the OTSS and the Other Bursary Fund
- A summary of the asset allocation percentage at the end of the quarter, on a separate fund by fund basis for the OSOTF Phase 1, OSOTF Phase 2, the OTSS and the Other Bursary Fund
- Fixed income report on a consolidated basis (Donor accounts) that including a credit rating for each fixed income instrument by the following rating agencies: DBRS, Moody's and S&P
- A transaction report including a list of disposition and purchases on a consolidated basis for all accounts

Annual reports for the Administration shall contain the following information:

- A market capitalization report for all equity holdings on a consolidated basis for all equity only discretionary accounts. This report shall be included with the March reporting each year.

15. Policy Review

This policy shall be reviewed annually by the Finance and Property Committee to ensure that it remains consistent with the overall objectives of the College and prudent and conservative investment practices. This policy may be reviewed and updated more frequently if necessary.

The Finance and Property Committee will present at least annually an Investment Performance Report for the fiscal year to the Board of Governors for review and approval.

SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

Policy # 4-419D Ministry Endowed Investment Policy Statement (IPS)	
Classification: Section 4 – Finance and Facilities	
Approved by: Board of Governors	Date: TENTATIVE – February 26, 2014
Replaces: January 25, 2012 #6; March 24, 2010 #4 (4-419D)	
Next Policy Review: <i>annual review required</i>	Responsibility: Finance and Property Committee

The Ministry of Training, Colleges and Universities require colleges to have an Investment Policy Statement (IPS) approved by the Board of Governors to guide its investment activities. The IPS is prepared in the following format, which is consistent with the Investment Manager's format.

Statement of Objectives and Investment Policy

The Investment Policy Statement expresses investment objectives in a document for Sir Sandford Fleming College's Ministry funds received under the Other Endowed Bursary Fund. The Investment Policy Statement provides a framework for managing these Funds, and provides a useful process for decisions, reporting on progress and reviewing objectives.

1. Purpose

To establish guidelines governing the College's Ministry funds received under the Other Endowed Bursary Fund.

2. Investment Objectives

The overall objectives are to generate a total investment return that protects the capital component and provides an annual bursary disbursement.

The return objectives are as follows:

- Preserve capital
- Generation of 'income' to provide an annual bursary disbursement

3. Performance Objectives

The portfolio is to be managed in such a way as to provide long-term consistency and stability of return, with current income accounting for the majority of the portfolio returns. Over the short-term the portfolio should be sufficiently flexible to accommodate any specific income withdrawals that may be required.

In addition, the Ministry Funds investments will adhere to the requirements as set out by the Ministry of Training Colleges and Universities (MTCU). The Ministry funds may be invested in investments identified as eligible in the MTCU Banking, Investment and Borrowing Binding Policy Directive, see section 10 below for the list of eligible investments.

4. Time Horizon

The funds are expected to be invested permanently with only income generated withdrawn.

5. Liquidity / Income

The College targets that about 5% **3%** of the portfolio should be held in cash or cash equivalents. ~~which includes bonds within one year to maturity.~~

6. Asset Allocation Guidelines for MTCU Funds

The portfolio will be invested in money market securities and longer dated fixed income securities in accordance with the following guidelines

ASSET ALLOCATION	LOWER	TARGET	UPPER
CASH AND EQUIVALENTS (Including T-bills and fixed income within one year to maturity)	0%	5% 3%	20% 10%
FIXED INCOME (Over One Year & Including Preferred shares)	80% 90%	95% 97%	97% 100%

From time to time market fluctuations, timing of deposits or approval may cause the portfolio to be temporarily inconsistent with the asset allocation set out in this Investment Policy Statement. When this occurs, rebalancing shall be completed within the following quarter.

7. Implementation

Investment strategies will be of a long-term buy and hold nature. No investment decisions will be made without first considering the impact upon current income generated by the portfolio within the context of the above stated objectives. Fixed income investments will be made on a staggered maturity basis so as to minimize the effects of large interest rate changes on the ongoing cash flow of the portfolio. This investment policy strictly prohibits the College from engaging in any investment activity that would be considered speculative according to the generally accepted principles of conservative investment management.

8. Other Options

The use of derivatives, purchasing on margin, and short selling of securities is expressly prohibited.

9. Standard of Care

All investments and investment managers are to comply with the guidelines outlined in this Investment Policy Statement and will adhere to the prudent investor guidelines.

10. Investment Management Guidelines Ministry Funds

Quality Guidelines

Ministry Funds are defined as College Funds in the MTCU Banking, Investments and Borrowing Binding Policy Directive.

A college may only invest Ministry funds 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.

11. Application

This investment policy will be implemented by the College’s chosen Investment Manager, and monitored by the Finance & Property Committee.

Investments in the fixed income portion of the portfolio will be recommended to one of the following for their approval prior to any investment being made:

Vice-President Finance and Administration or
Director, Finance or
Director, Budget Services
Manager, Accounting Operations

The fixed income portfolio will be managed on a transaction basis.

12. Reporting

Quarterly investment reports shall be prepared for and distributed to the Finance & Property Committee or Administration.

Quarterly reports for the Finance & Property Committee shall contain the following information:

- A summary of the asset allocation percentage at the end of the quarter
- A written statement of compliance indicating the Quality Guidelines identified in the Investment Management section of this Investment Policy Statement have been met

Quarterly reports for Administration shall contain the following information:

- Portfolio valuation including asset allocation, a fixed income summary, weighted average term to maturity and each security, quantity, market price, market value, and accrued interest
- A transaction report including a list of disposition and purchases.

13. Policy Review

This policy shall be reviewed annually by the Finance and Property Committee to ensure that it remains consistent with the overall objectives of the College and prudent and conservative investment practices. This policy may be reviewed and updated more frequently if necessary.

The Finance and Property Committee will present at least annually an investment performance report for the fiscal year to the Board of Governors for review and approval.

SUBMISSION TO THE BOARD OF GOVERNORS
SUBJECT: *Revisions to Purchasing Policy #4-411*
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee
ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #4-411 – *Purchasing*, as circulated.

SOURCE

- Finance and Property Committee meeting February 12, 2014
- Broader Public Sector Procurement Directive issued by the Management Board of Cabinet, effective April 1, 2011

EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

There have not been updates to the Purchasing policy since 1994; therefore, it has been reviewed and modified to adhere to the new format for College policies. In addition, the operating procedures have been modified resulting in changes to the purchasing thresholds, as well as the removal of numerous clearly outdated operating procedures. A full rewrite has not been completed at this time, but Administration is committed to a full review and update of the operating procedures in the future.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • Identify the Pros and Cons

An increase to the threshold for purchases requiring more than one quote to \$5,000 and over (before taxes) will align with 11 of the 24 Ontario Colleges which have a threshold of \$5,000 or greater. Based on fiscal year 2012/2013 data, approximately 33% (578) of total Purchase Orders issued (1,761) would not have been required had the \$5,000 limit been in place. In comparison, the total value of these 578 Purchase Orders was approximately 4% (\$1.3-million) of the Purchase Orders issued (\$32-million).

Fleming's procurement and quotation requirements would change as follows:

Goods and Non-Consulting Services			
Current Practice		Recommended Changes	
Value	Quotations	Value	Quotations
\$0.00-\$999.99	1	\$0.00-\$4,999.99	1
\$1,000-\$2,999.99	2 verbal		
\$3,000-\$49,999.99	2 written	\$5,000-\$24,999.99	3 formal
\$50,000.00-\$99,999.00	Public Tender/RFP	\$25,000-\$99,999.99	RFX, minimum 3 formal quotes
\$100,000 or more	Public Tender/RFP	No change	No change

Consulting Services			
Current Practice		Recommended Changes	
Value	Quotations	Value	Quotations
\$0-\$99,999.99	Invitational Competitive (minimum 3 formal quotes) or Public Tender	No change	No change
\$100,000 or more	Public Tender/RFP	No change	No change

The above procurement and quotation requirements are in full compliance with the Broader Public Sector Procurement Directive issued April 1, 2011.

FINANCIAL IMPLICATIONS

• *Staff, facilities, equipment, legal* • *Impact on budget*

Credit card rebate revenues for the College will increase as a result of the increase in the Procurement Card individual purchase limit. College-wide savings of resources will result from removal of non-value-added work.

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

SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

Policy # 4-411 Purchasing	
Classification: Section 4 – Finance and Facilities	
Approved by: Board of Governors	Date Approved: TENTATIVE – February 26, 2014
Replaces: # 4-411, Purchasing (BoG February 2, 2004 #3; March 8, 1989 #8)	
Next Policy Review: 2019	Responsibility of: Finance and Property Committee

Policy Statement

Sir Sandford Fleming College's purchasing policy is intended to ensure the quality of acquisitions and the College's integrity with regard to competition and the fairness of its practices in the spending of public funds.

Purpose

The purpose of this policy is to ensure that publicly funded goods and services, including construction, consulting services, and information technology are acquired by the College through a process that is open, fair, and transparent.

The primary office of responsibility for this policy is the Vice-President Finance and Administration who is responsible for ensuring these procedures are properly enforced and to negotiate any alteration to them as required.

Scope

This policy applies to members of the Board of Governors and employees of the College.

Definitions

Purchase Order: a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

Request for Proposal (RFP): a document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

Invitational Competitive Procurement: any form of requesting a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by the College.

Approval Authority: the authority delegated by the College to a person designated to occupy a position to approve on its behalf one or more procurement functions within the plan-to-pay cycle up to specified dollar limits subject to the applicable legislation, regulations and procedures in effect at such time.

General Principles

This policy is based on five key principles that allow the College to achieve value for money while following a procurement process that is fair and transparent to all stakeholders:

- **Accountability**
The College must be accountable for the results of their procurement decisions and the appropriateness of the processes.
- **Transparency**
The College must be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.
- **Value for Money**
The College must maximize the value they receive from the use of public funds. A value-for-money approach aims to deliver goods and services at the optimum total lifecycle cost.
- **Quality Service Delivery**
Front-line services provided by the College, such as teaching, must receive the right product, at the right time, in the right place.
- **Process Standardization**
Standardized processes remove inefficiencies and create a level playing field.

Operating Procedure

1.0 PURCHASING RESPONSIBILITY

All Purchasing for the College shall be overseen by the Purchasing Department.

2.0 PURCHASE ORDERS

2.1 Will be required for:

- 2.1.1 Goods containing a warranty and services provided on Fleming property, regardless of dollar value;
- 2.1.2 Goods and non-consulting services with a value of \$5,000.00 (before taxes) or over and;
- 2.1.3 Consulting services, regardless of dollar value.

2.2 Will be signed by the Director of Purchasing or designate.

3.0 QUOTATIONS/TENDER PRICE GUIDELINES

Goods and non-consulting services which do not require a purchase order are to have a minimum of one quotation, these quotations are not required to be sent to the Purchasing Department.

For goods and services requiring a purchase order the following applies and will be requested by the Purchasing Department:

- 3.1 For goods and non-consulting services with a value of \$5,000.00 (before taxes) or over, but under \$25,000.00 (before taxes), three formal quotations are required.

- 3.2 For goods and non-consulting services with a value of \$25,000.00 (before taxes) or over, but under \$100,000.00 (before taxes), a formal RFx (RFP, RFQ, RFT) and minimum three formal quotations are required.
- 3.3 For goods and non-consulting services with a value of \$100,000.00 (before taxes) and over the public tendering process is to be followed.
- 3.4 For consulting services with a value of up to \$99,999.99 (before taxes), an invitational competitive process with a minimum three formal quotations or the public tendering process is to be followed.
- 3.5 For consulting services with a value of \$100,000.00 (before taxes) and over the public tendering process is to be followed.
- 3.6 Procurement Requirements Summary:

Goods and Non-Consulting Services	
Value (before taxes)	Quotations
\$0.00 - \$4,999.99	1
\$5,000.00 - \$24,999.99	3 formal
\$25,000.00 - \$99,999.99	RFx, minimum 3 formal quotes
\$100,000.00 or more	Public Tender/RFP

Consulting Services	
Value (before taxes)	Quotations
\$0.00 - \$99,999.99	Invitational Competitive (minimum 3 formal quotes) or Public Tender
\$100,000.00 or more	Public Tender/RFP

- 3.7 "Single Source" or "one-of-a-kind items" require non-competitive approval.

4.0 CAPITAL ASSET EXPENDITURES

- 4.1 The definition of a capital asset is an item that has:
 - i) A unit price of \$5,000.00 or more excluding tax.
 - ii) A life expectancy greater than one year.
 - iii) Is not consumable.
- 4.2 All capital investment plans and major projects via the budget process are to be submitted to the Board at the beginning of each fiscal year.
- 4.3 All capital investment plans that change in priority or scope amounting to \$50,000 or more during the fiscal year are to be resubmitted to the Board for approval.
- 4.4 All changes under \$50,000 on the capital investment plans that change in priority or scope during the fiscal year can be done without approval of the Board. A fully revised investment plan will be submitted to the Board for as information through the budget update process.
- 4.5 Emergency approvals - when approval for the vendor or service is needed before the next scheduled Board meeting, approval can be obtained from the Chair of Finance and Property Committee, or designate, and the Chair of the Board of Governors, or designate, on the written recommendation of the Vice President Finance and Administration. In the case of

emergency approvals, the item will be brought forward to the next Finance and Property Committee. This procedure is to be used only when the time lag will seriously hamper the deadlines set to finish the project.

5.0 TENDERING

All tendering will be done by the Purchasing Department in cooperation with the requesting department in order to ensure that the expenditure of public funds for the acquisition of goods and services are carried out in a fair and equitable manner and is above reproach.

6.0 UNAUTHORIZED PURCHASES

Any purchase or commitment made in the name of the College without an authorized Purchase Order (if required as per Section 2.0) will be considered an obligation of the person making the purchase. The College retains the right to refuse payment for such a purchase.

7.0 Approval Authority Schedule (AAS)

The approval authority schedule for procurement of goods and non-consulting services is established for different dollar thresholds as follows:

Purchasing Authority Level	Total Value of Commitment	Capital Equipment Purchases	General Supplies & Non-Consulting Services
Budget Manager	To \$99,999	Approval of requisition	Approval of requisition.
Members of the Executive Leaders Team who report directly to the President	\$100,000 to \$499,999	Approval of requisition	Approval of requisition
Board of Governors	\$500,000 and more	Approval required where costs are greater than \$500,000 and obtained via Board motion.	Approval required where costs are greater than \$500,000 and obtained via board motion.

All equipment, services and project purchases between \$100,000 and \$499,999 will be provided "for information only" on a quarterly basis to the Board of Governors.

8.0 SMALL DOLLAR PURCHASES

8.1 PETTY CASH

- i) The dollar limit for purchase through Petty Cash is \$100.00.

8.2 CREDIT CARD

- i) The Budget Manager would authorize the issuance of a credit card for appropriate individuals in their area.
- ii) Approved "Employee Visa Card Application" forms will be sent to the Purchasing Department for processing.
- iii) A separate card number with the name of the College and the individuals name would be issued. **The card holder is not to loan the card out to anyone. The card is only for the individual assigned the card.** A set credit limit will be assigned to each card holder based on the activity of this individual.

- iv) The card is only to be used for College purchases in which a purchase order is not required.
- v) The maximum amount for any individual purchase is \$4,999.99 (before taxes).
- vi) Each Visa card user would send to Accounting the required report generated through the reporting system with their expenditures for the month. The form would be due the 10th of every month.
- vii) All original itemized receipts/invoices are to accompany the report generated through the reporting system.
- viii) The individual card holder is responsible for ensuring the process is adhered to. The process will be reviewed on a routine bases to ensure it is administratively cost effective.

9.0 VENDOR RELATIONS

9.1 Is an integral part of the good standing of the College in its environment.

9.2 Will be governed by a Code of Ethics. Of special importance are the following standards of conduct:

- Accord courteous service and fair treatment to all suppliers.
- Guarantee the confidentiality of prices and all information provided by suppliers, before and after the order has been placed subject to the Freedom of Information Act.
- Decline to take advantage of supplier's errors.
- Remain scrupulously free from obligations to any supplier.

10.0 DISPOSAL OF SURPLUS GOODS AND TRADE-INS

10.1 Surplus goods and trade-ins are the responsibility of the Purchasing Department.

10.2 The Purchasing Department will arrange for the sale of the item(s) through a public advertised call for bids or auction at fair market value, in conjunction with the College Department involved. Currently item(s) are posted on www.govdeals.ca.

10.3 The highest bid will be accepted provided the bid is a fair market value for the item. The College reserves the right to decline all bids and go out for another call for bids.

10.4 Proceeds from the sale will be directed to the appropriate budget as determined by the Finance Department. The College shall make reasonable efforts to use any funds obtained from the sale of Equipment purchased using NSERC funds for research-related purposes or any other purposes as directed by NSERC.

11.0 DONATION OF SURPLUS GOODS

11.1 Requests for donations should be formally addressed to the College Purchasing Department. The Purchasing Director shall determine if the requesting organization is a benefit charitable organization and what is the availability of the requested goods.

11.2 The requesting organization will be responsible for pick-up and removal and must hold the College harmless from any damages or accident. The requesting organization is responsible for all removal expenses.

12.0 TRADE-INS

Whether a fixed asset or any other College property is deemed to be more advantageously disposed of by trade-in shall be determined by the Purchasing Department and the Department involved.

13.0 LOAN OF COLLEGE EQUIPMENT

The College does not permit the loan of College equipment.

14.0 PRODUCT ENDORSEMENT

14.1 No supplier of material/equipment or service shall use the College name without authorization from the Purchasing Department in order to protect the College name and reputation. This policy covers the use of all College trademarks in any form.

14.2 When any department or person is approached from a company seeking the College's name for product endorsement, they should request the person to see the Purchasing Department.

14.3 The Purchasing Department will seek approval from the Marketing Department as required.

15.0 CAPITAL ASSETS INVENTORY

15.1 The College shall maintain a centralized record of all fixed assets, having a unit value of \$5,000.00 (before taxes) or more and a useful life of more than one year. This centralized list is called a "Fixed Assets Listing". This list should reflect all purchases, donations, transfers, and disposals that occur.

15.2 The College shall also, on a rotating basis, perform physical checks on assets listed. The "Fixed Assets Listing" shall be balanced and reconciled to the General Ledger annually.

15.3 Inventory theft is to be reported to the Office of the Vice President of Finance and Administration.

Related Documents

- Broader Public Sector Procurement Directive issued by the Management Board of Cabinet, effective April 1, 2011.

Appendices

N/A

Monitoring of Operating Procedure

Next Review: 2017

Responsibility of: *Director of Purchasing*

Procedure Review Summary:

March 23, 2011 #6 Section 4.1 (i)

June 24, 2009 #5 Section 4.5