

BOARD OF GOVERNORS PUBLIC MEETING

Wednesday, January 29, 2014

4:00 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

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 November 27, 2013 public meeting of the Board of Governors

Pg 3

5.2 Activities of the Board Committees for the month of January 2014

Pgs 4-7

5.3 Updated Program Advisory Committee 2013-2014 Meeting Schedule and Meeting Summaries

Pgs 8-10

Pgs 11-33

5.4 Correspondence for the months of November 2013 through January 2014

Pgs 34-35

To approve the minutes and receive the items listed.

10 min 6. Enrolment

Dr. Brenda Pander-Scott, Registrar, will provide an update on the **Winter 2014 enrolment**.

15 min 7. Reports

7.1 College Activity (enclosed)

Pgs 36-38

7.2 From the Board Chair

To be emailed / posted

7.3 From the President

To be emailed / posted

7.4 From the Liaison Governors

- President's Advisory Council, meeting of January 23, 2014
- Aboriginal Education Council, meeting of December 5, 2013

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

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

8.1 KTTC Construction Project Update (enclosed)

Pgs 39-40

For information

45 min **9. New Business**

9.1 Revisions to the Tuition and Ancillary Fees Policy Framework (enclosed)

Pg 41

For information

9.2 Fleming College 2013-2014 Business Plan Update (enclosed)

Pgs 42-45

For consultation

9.3 Fleming College Strategic Mandate Agreement 2014 (enclosed)

Pgs 46-62

In 2012, postsecondary institutions were required to submit draft [Strategic Mandate Agreements](#) (SMA). On November 29, 2013, the Ministry released a *Differentiation Policy Framework* document and provided postsecondary institutions with the opportunity to update their original SMA to reflect the new framework. Colleges will be required to sign the SMA by March 31, 2014.

Fleming College updated its SMA, dated December 2013, and submitted it to the Ministry. Throughout the next two months, there will be opportunities for discussion and input by the College community prior to seeking Board approval of a final agreement, scheduled for the March 26, 2014 meeting.

To facilitate Board discussion, the following questions are offered:

- a) What do you find exciting about the future for Fleming as described in the SMA?
- b) How do you see us moving forward?
- c) Given that the intent is to develop a signed agreement between the Ministry of Training, Colleges and Universities and Fleming College, are there elements in the SMA that concern you as governors and that should be clarified/amended before proceeding to a signed agreement.

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

10 min **11. Private Session**

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

12. Adjournment approx. 5:30 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 November 27, 2013 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 January 2014;

5.3 Updated Program Advisory Committees 2013-2014 Meeting Schedule and the 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;

5.4 Correspondence for the months of November 2013 through January 2014;

as circulated.

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (Open Session) Meeting
Wednesday, November 27, 2013
Frost Campus Boardroom, Room #252
Lindsay, ON

Draft Until Approved

MINUTES

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

Regrets: Mr. Andrews, Mr. Krajcar, Ms. Merrett, Ms. Sutcliffe-Geens.

Senior Administration: Dr. Angel, Mr. Baker, Ms. Crook, Mr. Harvey, Ms. Pawley-Boyd.

Guest: Item 6.1 – Ms. Mary Ann Fader, Academic Chair and Acting Dean/Principal Frost Campus.

Staff: Ms. Laura Copeland, College Communications.

1. Call to Order

Governor McLean called the meeting to order at 4:54 p.m.

2. Introductions

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

Presentation of Tartans: As they join the Board of Governors, members are presented with a tie or scarf made from the cloth of the Murray Clan tartan, and are thus declared to be members of the Governors' Club. Sir Sandford Fleming, the College's namesake, was born in Scotland and the Fleming family was a subclan of the Murray clan, hence the association with the Murray Tartan. Governors Kerrigan, Kloosterman, Shill, Stanford and Watson received their tartan; Governors Andrews, Krajcar, Merrett and Sutcliffe-Geens will receive their Tartans at the next opportunity.

3. Agenda

BoGNov27-2013 #1

Moved and Seconded by Mr. Degeer 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 Nov27-2013 #2

Moved and Seconded by Ms. Kerrigan and Mr. Astell

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the November 27, 2013 meeting and approve

- the minutes of the October 23, 2013 public meeting of the Board of Governors;
- College Policy #3-342 – *Return to Work and Medical/Disability Accommodation*;

and receive, for information, the

- Report on the Activities of the Board Committees for the month of November 2013;
- summaries of the *Community & Justice Services* (April 4, 2013), *Early Childhood Education* (April 5), *Outdoor Adventure Skills* (April 11), *Fitness and Health Promotion* (April 25), *Geographical Information Systems* (May 14), *Customs Border Services* (November 8) and *Protection, Security and Investigation* (November 13) Program Advisory Committee meetings; and
- Correspondence for the months of October and November 2013

as circulated.

Carried

6. Board Education

6.1 Frost Campus Update: Mary Ann Fader was introduced and, through a PowerPoint presentation, provided the Board with an overview of the Frost Campus, home to the School of Environmental and Natural Resource Sciences, and highlighted the Frost Campus Vision. Over 20 exclusive programs are offered. Some of the features of the Campus include the Centre for Alternative Wastewater Treatment (CAWT), the Geomatics Institute, and the Centre for Heavy Equipment Technology. Members expressed appreciation for the opportunity to visit the hatchery and geology areas and extended thanks to Ms. Fader. Dr. Tilly acknowledged Mr. Harvey who played a key role in advancing the reputation and profile of the Frost Campus, both provincially and internationally, since he arrived in Lindsay as Campus Principal in 2004. On behalf of the Board, the Chair extended congratulations to Mr. Harvey on his upcoming retirement.

6.2 Dr. Tilly expressed his appreciation of the Board's support as he travelled in China, visiting three cities over eight days: Shanghai, Chongqing and Beijing. As a result of this trip, the College has developed and deepened relationships in China which in turn allows for growth. Thanks were also extended to our partner, Centennial College, who opened a new office in Chongqing. Additional details are contained in the President's Report.

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.

7.3 The President's Report highlighted a number of activities within the system as well as providing a summary of events attended and presentations made by Dr. Tilly on behalf of the College since the last report.

7.4 The President's Advisory Council held an "open forum" on November 11, 2013; Governors Watson and Kloosterman attended and commented on the interaction, engagement and involvement in the Great Literacy Debate. The regular meeting takes place November 28 at the Frost Campus. A meeting of the Aboriginal Education Council is scheduled on December 5.

7.5 "Connecting with Our Communities": Governor Watson attended two sessions offered through the Centre of Board Excellence, *Good Governance* and *Board Orientation*, noting both sessions were excellent. Governors who attended the Higher Education Summit provided comment on the various sessions attended and overall impression of the event. Thanks were extended to those

who were able to participate in pre-conference activities, the Higher Education Summit and the Premier's Awards evening.

- 7.6 Report from the In-Camera Meeting: The Board approved six objectives for the year; accepted the resignation of Karen Maki; extended the contract with KPMG LLP for auditing services for two additional fiscal years; and extended the Bus Service contract with Coach Canada for two years.

8. Business Arising from Previous Meetings

- 8.1 KTTC Construction Project Update: Presented by Governor Degeer, the project is on track for classes commencing September 2014 and on budget. The schedule will be a risk until the end of the project; this plus the financial risk and mitigation strategies for the project will continue to be managed closely and reported monthly to the Executive Leaders Team and the Board's Finance and Property Committee.

9. New Business / Board Decision Items

- 9.1 New Program – Pest Management Techniques: On behalf of the Academic and Student Affairs Committee, Governor Shill presented a proposal to offer a program in *Pest Management Techniques*.

BoG Nov27-2013 #3

Moved and Seconded by Ms. Shill and Ms. Watson

THAT the Board of Governors of Sir Sandford Fleming College approve the Ontario College Certificate in *Pest Management Techniques* 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.

Carried

- 9.2 Appointment of External Auditors: Each fall, the Audit Committee reviews and recommends the appointment of the external auditor after obtaining and considering management's evaluation of the incumbent auditors. It is the recommendation of the Audit Committee to appoint KPMG LLP as the College's External Auditors.

BoG Nov27-2013 #4

Moved and Seconded by Mr. Degeer and Ms. Kloosterman

THAT the Board of Governors of Sir Sandford Fleming College appoint *KPMG LLP* as the College's External Auditors for the fiscal year ended March 31, 2014.

Carried

- 9.3 2013-2014 Budget Update: This annual request by the Ministry requires the information to be submitted on specific Ministry templates as well as board approval of the budget update. Governor Degeer presented the update noting the most significant risk is the cost to remediate the McRae soil contamination may be higher or lower than the \$1-million estimate. Environmental engineers have been engaged to further assess the building and provide a construction estimate; however this will not be completed until late December. The College will monitor its budgets closely through the remainder of the year and report status, along with any further action required, to the Board.

BoG Nov27-2013 #5

Moved and Seconded by Mr. Degeer and Mr. Stanford

THAT the Board of Governors of Sir Sandford Fleming College approve the 2013-2014 *Financial Plan Budget Update* which provides for

Total Revenue of \$ 98,287,479

Expenditures of \$ 98,287,479

Capital Expenditure of \$25,773,789

**Net Assets at March 31, 2014 of \$10,588,000 AND
that the Budget Update be submitted to the Ministry of Training, Colleges and
Universities.**

Carried

10. Other Business: None identified or brought forward.

11. Private Session: The Chair thanked the guests and Senior Administration for their attendance at the public meeting. Dr. Tilly and the Board Secretary left the meeting, and the Board moved into a private session at 5:55 p.m.

12. ADJOURNMENT of the public meeting at 8:00 p.m. by Mr. Astell and Ms. Ross.

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.

Academic and Student Affairs Committee

Governor Merrett – Committee Chair

The Committee did not meet in January; the next scheduled meeting is February 12, 2014.

Finance and Property Committee

Governor Degeer – Committee Chair

There were no items requiring Board approval. The Committee received updates on the College's financial position for the period ending December 31, 2013 (attached), a project update on the Kawartha Trades and Technology Centre, and a wayfinding/signage project at the Sutherland Campus.

Human Resources Committee

Governor Dockstator – Committee Chair

The Committee did not meet in January; the next scheduled meeting is April 9, 2014.

Executive Committee

Governor Ross – Committee Chair

The meeting was chaired by Governor McLean. The Committee reviewed options on how to proceed to fill a vacancy and an upcoming completion of term. In December, the Board submitted two requests to the Ministry for immediate appointment and are awaiting confirmation of appointment. The Board's work plan was updated and will be used as a backdrop to the Board's annual operational review.

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 December 31, 2013



	Current Year			Prior Year			Variance
	Actual to 31-Dec-13	Budget	% Received /Spent	Actual to 31-Dec-12	Actual Prior Year	% Received /Spent	Difference %
Revenue							
Grants and Reimbursements	\$ 29,511	\$ 46,566	63.4%	\$ 30,610	\$ 45,520	67.2%	-3.9%
Student Tuition Fees	21,563	23,796	90.6%	19,487	22,163	87.9%	2.7%
Contract Training	326	902	36.2%	170	573	29.6%	6.6%
Other Income							
Other Income	4,948	7,245	68.3%	4,603	7,961	57.8%	10.5%
Ancillary Fees	3,112	4,013	77.6%	3,015	4,044	74.6%	3.0%
Total Other Income	8,060	11,259	71.6%	7,618	12,005	63.5%	8.1%
Amortization of Deferred Capital Contributions	2,645	3,527	75.0%	2,831	3,774	75.0%	0.0%
Total Operating Revenues	62,105	86,050	72.2%	60,714	84,036	72.2%	-0.1%
Investments	0	0		10	16	65.0%	
Skills Programs	2,807	3,162	88.8%	2,633	3,059	86.1%	2.7%
Tuition Holdback Bursaries	2,380	2,358	100.9%	1,298	2,187	59.3%	41.6%
Ministry Bursaries	485	464	104.7%	503	695	72.3%	32.4%
Special Projects	1,238	1,808	68.5%	1,196	2,229	53.7%	14.8%
Facilities Renewal and Renovation Projects	156	453	34.5%	421	546	77.2%	-42.8%
Ancillary Operations	3,288	3,993	82.3%	3,291	4,008	82.1%	0.2%
Total Revenue	\$ 72,460	\$ 98,287	73.7%	\$ 70,066	\$ 96,775	72.4%	1.3%

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
 For the Period Ending December 31, 2013



	Current Year			Prior Year			Variance
	Actual to 31-Dec-13	Budget	% Received /Spent	Actual to 31-Dec-12	Actual Prior Year	% Received /Spent	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	\$ 28,742	\$ 38,496	74.7%	27,955	37,358	74.8%	-0.2%
Salaries, Part Time	8,337	11,940	69.8%	7,592	11,555	65.7%	4.1%
Benefits	7,482	10,675	70.1%	7,148	10,452	68.4%	1.7%
Total Salaries and Benefits	44,562	61,110	72.9%	42,696	59,364	71.9%	1.0%
Non-Salary Expenses							
Instructional Support Costs	3,523	4,604	76.5%	3,452	4,624	74.6%	1.9%
Travel and Professional Development	727	1,154	63.0%	621	1,037	59.9%	3.1%
Advertising	555	1,070	51.9%	562	963	58.3%	-6.5%
Telephone, Audit, Legal & Insurance	633	925	68.5%	780	966	80.7%	-12.2%
Equipment Maintenance	400	400	99.9%	285	407	69.8%	30.1%
Plant and Security	1,730	3,544	48.8%	1,392	2,437	57.1%	-8.3%
Rentals and Taxes	807	1,015	79.5%	826	926	89.2%	-9.7%
Utilities	1,288	2,208	58.3%	1,119	1,972	56.7%	1.6%
Contract Services Trent	0	2,155	0.0%	0	1,808	0.0%	0.0%
Services & Other	1,802	2,879	62.6%	1,650	2,934	56.2%	6.3%
Long Term Debt Interest	49	67	72.6%	71	91	78.8%	-6.2%
Amortization of Capital Assets	3,752	5,003	75.0%	4,160	5,546	75.0%	0.0%
Total Non-Salary Expenses	15,266	25,024	61.0%	14,918	23,713	62.9%	-1.9%
Total Operating Expenditures	59,827	86,134	69.5%	57,614	83,077	69.4%	0.1%
Investments							
Skills Programs	2,003	2,734	73.3%	1,760	2,649	66.4%	6.8%
Tuition Holdback Bursaries	2,380	2,358	100.9%	1,298	2,187	59.3%	41.6%
Ministry Bursaries	485	464	104.7%	503	695	72.3%	32.4%
Special Projects	1,238	1,781	69.5%	1,196	2,229	53.7%	15.9%
Facilities Renewal and Renovation Projects	156	195	80.2%	421	548	77.0%	3.2%
Ancillary Operations	2,633	3,807	69.2%	2,554	3,368	75.8%	-6.7%
Total Expenditures	\$ 69,265	\$ 98,287	70.5%	\$ 65,811	\$ 95,549	68.9%	1.6%

School of Community Development and Health

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Child & Youth Worker	3	OCAD	November 21, 2013 ✓
2	Developmental Service Worker	2	OCD	November 22, 2012 ✓
3	Drug & Alcohol Counsellor	2	OCD	November 12, 2013 ✓
4	Early Childhood Education	2	OCD	April 4, 2014
5	Educational Assistant	2	OCD	March 20, 2014
6	Esthetician	2	OCC	November 4, 2013 ✓
7	Fitness and Health Promotion	2	OCAD	October 23, 2013 (cancelled)
8	Health Information Management	2	OCD	November 15, 2013 ✓
9	Massage Therapy	3	OCD	November 19, 2013 ✓
10	Occupational Therapist Assistant and Physiotherapist Assistant	2	OCD	Spring 2014 TBC
11	Personal Support Worker	1	OCD	November 14, 2013 ✓
12	Pharmacy Technician	1	OCD	April 16, 2014
13	Practical Nursing	2	OCD	October 15, 2013 ✓
14	Primary Care Paramedic	2	OCD	November 8, 2013 ✓
15	Recreation & Leisure Services	2	OCD	February 28, 2014
16	Social Service Worker	2	OCD	October 17, 2013 (cancelled)

School of Justice and Business Studies *Business Cluster*

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Business	2	OCD	January 24, 2014 (cancelled)
2	Business Administration	3	OCAD	January 24, 2014 (cancelled)
3	Business Administration - Accounting	3	OCAD	May 13, 2014 4:00pm – 6:00 pm, Boardroom 515
4	Business Administration – Human Resources Management	3	OCAD	November 22, 2013 (to be rescheduled)
5	Business Administration - Marketing	3	OCAD	March 21, 2014 9:00am – 11:30am, Boardroom 5920
6	Chef Training	1	OCC	January 27, 2014 8:30am – 10:30am, Fulfords
7	Culinary Management	2	OCD	January 27, 2014 8:30am – 10:30am, Boardroom 5920
9	Hospitality Administration – Hotel & Resort	3	OCAD	February 24, 2014 9:00am – 11:00am, 5920
10	International Trade	3	OCAD	March 14, 2014 9:00am – 11:30am, Boardroom 5920
11	Office Administration – General	1	OCC	January 28, 2014 3:00pm – 5:30pm, Boardroom 5920
12	Office Administration – Executive	2	OCD	Same as above
13	Sporting Goods Business	2	OCD	January 24, 2014 (cancelled)
14	Tourism and Travel	2	OCD	December 6, 2013 ✓ (minutes still to be submitted)
15	International Business Management	1	OCGC	March 14, 2014 9:00am – 11:30am, Boardroom 5920
16	Project Management	1	OCGC	March 14, 2014 9:00am – 11:30am, Boardroom 5920

School of Justice and Business Studies

Justice Cluster

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Biotechnology Technologist – Forensics	3	OCAD	November 4, 2013 ✓
2	Community and Justice Services	2	OCD	April 3, 2014 9:00am – 11:00am, Room 5920
3	Computer Security and Investigations	3	OCAD	Spring 2014
4	Emergency Management	1	OCGC	Spring 2014
5	Law Clerk	2	OCD	Spring 2014
6	Customs Border Services	2	OCD	November 8, 2013 ✓
7	Protection, Security & Investigation (formerly Security and Risk Mgmt)	2	OCD	November 13, 2013 ✓
8	Paralegal	2	OCD	Spring 2014
9	Police Foundations	2	OCD	November 29, 2013 ✓
10	Pre-Service Fire Fighter Education & Training	1	OCC	Spring 2014

School of Environmental and Natural Resource Sciences

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Applied and Community-Based Research	1	OCGC	Spring 2014
2	Arboriculture	1	OCC	October 11, 2013 ✓
3	Urban Forestry	1	OCC	
4	Aquaculture	1	OCGC	February 4, 2014 - Room 252 1:00pm- 5:00pm
5	Earth Resources Technician	2	OCD	January 23, 2014 - Room 252 12:00pm – 3:00pm
6	Ecological Restoration – Joint Degree/Diploma	4	OCD Honours Bachelors	April 24, 2014 Meeting at Trent
7	Ecosystem Management Technician	2	OCD	March 26, 2014
	Ecosystem Management Technology	3	OCAD	
8	Environmental Technician	2	OCD	May 22, 2014 - Room 252 10:00am – 2:00pm
	Environmental Technology	3	OCAD	
9	Environmental Visual Communications	1	OCGC	TBD
10	Fish & Wildlife Technician	2	OCD	March 20, 2014
	Fish & Wildlife Technology	3	OCAD	
11	Forestry Technician	2	OCD	February 2014
12	Geographic Information Systems – Cartographic Specialist	1	OCGC	February/March 2014
	Geographical Information Systems – Applications Specialist	1	OCGC	

School of Environmental and Natural Resource Sciences - cont'd

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
13	Electrical Power Generation Technician	1.5	OCD	TBC
14	Heavy Equipment Operator	1	OCC	March 19, 2014-Room 506 3:30-6:30 p.m.
15	Heavy Equipment Techniques	1	OCC	
16	Conservation & Environmental Law Enforcement	1	OCG	TBC
17	Outdoor Adventure Skills/Outdoor Adventure Education	1	OCC	TBC
18	Resources Drilling & Blasting Technician	2	OCD	With Job Fair in Spring 2014
19	Blasting Techniques	1	OCC	TBD
20	Sustainable Agriculture	1	OCGC	November 2013 ✓

Haliburton School of The Arts

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Expressive Arts	1	OCGC	TBD
2	Artist Blacksmith	1	OCC	April 10, 2014
3	Ceramics	1	OCC	
4	Drawing & Painting	1	OCC	
5	Fibre Arts	1	OCC	
6	Glassblowing	1	OCC	
7	Jewellery Essentials	1	OCC	
8	Photo Arts	1	OCC	
9	Sculpture	1	OCC	
10	Visual & Creative Arts	2	OCD	
11	Sustainable Building Design and Construction	1	OCC	
12	Sustainable Renovations	2	OCC	November 2014
13	Collections Conservation and Management	2	OCD	May 12, 2014
14	Museum Management and Curatorship	1	OCGC	May 12, 2014
15	Studio Process Advancement (May 2014)	1	OCGC	April 10, 2014

School of Trades and Technology

***The School of Trades and Technology is presently working on re-establishing Program Advisory Committees and a meeting schedule for 2014 ***

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Computer Engineering Technician	2	OCD	Deferred (see note below)
2	Computer Engineering Technology	3	OCAD	Deferred (see note below)
3	Construction Skills	1	OCC	Deferred (see note below)
4	Electrical Engineering Technician	2	OCD	Deferred (see note below)
5	Electrical Techniques	1	OCC	Deferred (see note below)
6	Heating, Refrigeration & Air Conditioning	2	OCD	Deferred (see note below)
7	Instrumentation & Control Engineering Technician	2	OCD	Deferred (see note below)
8	Mechanical Techniques - Plumbing	1	OCC	Deferred (see note below)
9	Welding Techniques	1	OCC	Deferred (see note below)
10	Wireless Information Networking	1	OCGC	Deferred (see note below)

Note:

All School of Trades and Technology PAC meetings have been deferred due to the following reasons:

- 1) Personnel changes in Dean, Chair, and SOL's
- 2) Cancellations from PAC members in the fall due to business demands

The School of Trades and Technology plans to replace the once-a-year PAC schedule with one every six months. In addition, the School is working towards increasing membership in most PACs. The School of Trades and Technology commit to a proposed timetable for all PAC bi-annual meetings for the March 2014 Board Meeting.

School of General Arts and Sciences

The School of General Arts and Sciences is presently working on establishing/re-establishing Program Advisory Committees and a meeting schedule for 2013/2014

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	General Arts and Science	1	OCC	TBD
2	General Arts and Science – Environmental and Natural Resource Science Option	1	OCC	TBD
3	General Arts and Science – Health Science Option	1	OCC	TBD
4	General Arts and Science – University Transfer	1	OCC	TBD
5	General Arts & Science – University Science Preparation	1	OCC	TBD
6	Preparatory Health Science	1	OCC	TBD
7	Community Integration through Co- operative Education (CICE)	2	OCC	TBD

MEETING SUMMARY

Present: Lisa Beaulne (Durham Catholic Board of Education), Kristen Horst (Fleming College, Student Representative), Wilma Lynch (Trillium Lakelands District School Board), Sarah Reed (Fleming College, Student Representative), Heather Thompson (Kawartha Pine Ridge District School Board)

Regrets: Kevin Forrest (Geneva Centre for Autism), LouAnne Hanes (Fleming College), Debbie Irish (Geneva Centre for Autism), Brandi Kelly (Kawartha Pine Ridge District School Board), Deb Willette (Peterborough Victoria Northumberland and Clarington Catholic School Board)

Fleming Staff: Jayne Asselin, Suzanne Hooke, Carol Kelsey, Ann McDonald

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The Committee was provided with a summary of Key Performance Indicators as well as a listing of employment data for the 2012 graduates.	
2.	Students gave an overview of their first year in the Educational Assistant Program.	
3.	Advisory committee members gave feedback on the strengths/needs of our graduates. They also commented on the skills that Educational Assistants will need in the future as well which current NVCI program their board is using.	
4.	The Dean's report was pre-circulated highlighting the Fleming's Strategic Mandate submission to the MTCU. The recent school name change to Community Development and Health was noted as were the Academic Division priorities and commitment to enhanced applied learning priorities.	

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

MEETING SUMMARY

- Present:** Maryann Babcock (Loblaws Pharmacy), Pat Myall (Shoppers Drug Mart), Cathy Puffer via teleconference (Remedy's RX); Tracy Richmond (Peterborough Regional Health Centre); Mark Scanlon (Fadhil Pharmasave)
- Regrets:** Andy O'Brien (Lakefield IDA Pharmacy), Murad Younis (Westmount Pharmacy), Carol Kelsey (Fleming College), Amanda Mushynski (Fleming College)
- Absent:** Jeffrey Saliganan (West Park Health Care Centre)
- Fleming Staff:** Katie Bethune, Sherry Gosselin, Lou Anne Hanes, Linda Poirier
- Recorder:** Joanne Brown (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The program update report highlighted the recent student placements in the fall 2012 and winter 2013 semesters. Of the 15 students who went out on retail placement in November, 11 were hired by their retail placement site.	
2.	A discussion took place on the importance of accuracy in pharmaceutical calculations. As a result of the recent report from the Canadian Council for Accreditation of Pharmacy Programs, the passing mark for semester one and two mathematics courses has increased from 50% to 70% with a zero tolerance for errors.	
3.	Input from industry included a discussion on the role of registered technicians.	
4.	The Dean's Report mentioned the new funding model recommended by HEQCO. Convocation for the first graduating class of the Pharmacy Technician program will be on Thursday, June 13 at 2:00 p.m.	

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

MEETING SUMMARY

- Present:** Lisa McConkey (VON, Acting Chair), Wendy Smith (Fairhaven), Betty Deschenes (Faculty, Fleming College), Leann Rhoddy (ProHome Health Services Inc.), Sarah Gillis (Extendicare, Peterborough)
- Regrets:** Julie Huschilt (Faculty, Fleming College), Renee Nixon (Princess Gardens), Susan Grant (Ross Memorial Hospital), Linda Poirier (Continuing Education Lead, Fleming College), Wendy Fucile (Fleming College)
- Fleming Staff:** Carol Kelsey (Dean, School Community Development and Health), Molly Westland (Chair, Fleming College), Lou Anne Hanes (Career Counselling),
- Recorder:** Cristina McCullough (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The committee was provided with updates on enrolment. Strong intake for fall semester, totalling 158 candidates for Semesters 1 and 3 combined. Program received a 5 year approval from CNO. There will be changes in the coordinator's role starting in November when a similar one-year position is being posted. The committee was informed on curriculum changes regarding clinical placements, and a HSPnet database being rolled out across the province.	
2.	The Dean's report highlighted the Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. School of Environment and Natural Resources Sciences established as an Ontario Centre of Excellence. The construction of the KTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirements of key leaders at Fleming.	
3.	Continuing Education has been working on new developments: Children's Mental Health certificate (on-line); Gerontology Certificate (on-line); and Retail Pharmacy Assistant program.	
4.	Input from Industry included a discussion on the current computer system updates, and e-learning strategy for staff training. Reported a pilot project for the use of PC for RPNs to work with electronic filing. KPIs are the key focus.	

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

MEETING SUMMARY

- Present:** Katie Weaver (Ste. Anne’s Haldimand Hills Spa Village)
- Regrets:** Gwen Bennet
- Absent:** Betty Atkins (BJ’s Hair Care); Karen Cortesis (BJ’s Hair Care/Karen Cortesis Esthetics); Martina Elmhirst (Elmhirst’s Resort); Lisa Gibbs (Utopia Esthetics); Lorraine Harnden (City Streaks); Debbie Harvey (Nirvana Hair Studio Spa); Tina Johnston (Fandango Hair & Nail Design & Day Spa); Natalie Kellar (St. Anne’s Haldimand Hills Spa Village); Marlis Lindsay (King Bethune House); Blaine Pettigrew (Pettigrew Massage & Spa); Donna Pettigrew (Pettigrew Massage & Spa); Paula Tickle (Port Hope Medical Esthetic Clinic); Heather Witt (Fellows High School)
- Fleming Staff:** Tracy Partridge, Molly Westland
- Recorder:** Cristina McCullough (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The Committee was provided with Enrolment updates. The Esthetician program has currently 24 students. Students are constantly updated on changes of products in the industry and new professional development opportunities are being considered for the following year. Dual credits are being offered again to local high school students.	
2.	The Dean’s report highlighted Fleming’s Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The KTTC construction is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	
3.	Industry reported on the most popular services offered and emerging trends. Suggestion to add alternative modalities in the program.	
4.	Announced this is the last meeting for the current advisory committee. A new Advisory Committee Board will be reconstituted in the summer 2014. Program Coordinator and the School Chair thanked committee members for their contributions and participation during nine years of this board.	

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

**Biotechnology Advanced (Forensics) Program Advisory Committee
November 4, 2013
Room 5920, Sutherland Campus, Fleming College**

SUMMARY

- Present:** Kim Nugent (UOIT); Helen Leblanc (UOIT); Barry Saville (Trent Forensics); Andrew Pearce (SGS Canada Inc.); John Aitkenhead (OPP Forensics Peterborough)
- Chair:** Acting Chair, Shannon Langois
- Fleming Staff:** Jim Drennan (Dean), Deb Holts (Academic Lead); Ashvin Mohindra (Program Coordinator); Amanda Rochon (Faculty)
- Fleming Students:** Kirat Sidhu, 2nd year Biotechnology Advanced
- Minutes Recorder:** Pam Selkirk, (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	Articulation agreement completed with Guelph University in September 2013 with their Bar Code Institute.	Students may attend Guelph to spend time in labs at the university.
Non-Action Items		
1.	A new non faculty position has been created and submitted for a bio technician/technologist for the Biotechnology (Advanced) Forensics Program.	
2.	Over the May/June time frame, faculty in the program worked on a lab safety policy to ensure all faculty and students are following the safety standards while working in the lab.	
3.	The Dean's report provided an update on the school with the amalgamation of the School of Business, Hospitality and Computing with the School of Law & Justice to form the School of Justice and Business Studies.	

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

Paramedic Advisory Committee
November 8, 2013
Room 515

MEETING SUMMARY

Present: Dr. Vince Arcieri (PRHC), Christopher Barry (Peterborough EMS), John Dalglish (Lindsay Central Ambulance Communication Centre), William Deilor (Northumberland EMS), Alex Fischer (Student Representative), Ron McMillian (Kawartha Lakes Paramedic Services), Kevin Payne (Student Representative), Chris Nathan (Communication Services, Lindsay), Phil Clark (Peterborough EMS).

Fleming Staff: Bob Cranley (Faculty), John Fader (Faculty), Mary Osinga (Coordinator, PMD), Molly Westland (Chair, School of Community Development and Health)

Regrets: Kirkpatrick (Kawartha Lakes EMS), Rob Acheson (MOH LTC Emergency Health Services), Larry Blanchard (Haliburton County EMS), Carol Kelsey (Dean, School of Community Development and Health)

Absent: Robert English (Peterborough EMS), Trent Gervais (City of Peterborough), Paul Mathers (Peterborough EMS), Don Oettinger (Peterborough EMS).

Recorder: Cristina McCullough (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	Follow-up on meeting on Preceptorship. The Committee agreed that preceptorship course would add value and consistency. Fleming has not developed a plan to accommodate preceptor fees. The Dean will be working with Registrar's office to assist with this change to facilitate payment to the services. Students representatives indicated Paramedic students would not object paying for the fee.	
2.	AMEMSO Expanded Scope of Practice Decision - Request to have external representatives influence decision on entry level across the Province and advise on direction in order to get capital funding for program and include new up to date standards of equipment and knowledge. Recommendation to include in job advertisements what applicants need to know, especially in regard to equipment.	
ACTION Items		
	The Committee was provided with a program update including current activity, enrolment and admission requirements. EMS Services provided the College with updates regarding the charging of fees for Preceptorship, equipment upgrades, and service hiring. Services are happy with graduates in general and feel they are prepared, however a discussion with MTCU needs to occur to define standards to update 2011 standards.	
	The Dean's report was pre-circulated highlighting the Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The construction of the KTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	

MEETING SUMMARY

- Present:** Rick Mayoh (Mamisarvik Healing Centre), Matt McDonald (Mental Health Support Network)
- Regrets:** Maureen Fitzpatrick, Carol Toupin, Brad Tucker (Peterborough Regional Health Centre)
- Fleming:** Carol Kelsey (Dean), Molly Westland (Chair), Joe Ellis (Coordinator), LeeAnnn Cormier (Faculty), LouAnn Haines (Career Services)
- Minutes Recorder:** Janice Miller, (Liaison)

	Key Points / Actions	Follow-up / Status
Non-action Items		
1.	The committee members were provided with a program update on enrolment. Numbers for the fall target at 55, 49 currently registered in first semester. In third semester we have 55 and will have 58 going out on placement which includes students who deferred their placement to January. For January intake, the target is 25 with 13 currently confirmed.	
2.	A discussion on name change followed. The committee felt that a name change to Community Addictions & Mental Health Counsellor would enhance what the program is and create opportunity for students to broaden their placement roles, explore more mental health options and bridge it all together. Joe noted that the program is currently going through curriculum renewal and this provides an opportunity to implement any changes that we would like to see including more mental health options in the curriculum for September 2014. A change in the name would have to occur soon to be advertised for the September intake and be approved by MTCU. The program needs to position itself where the area of addictions and mental health is going. Have accreditation available for students to enhance their marketable abilities once they graduate or on their field placements.	
3.	Committee members provided valuable input regarding emerging trends in the workplace. There were discussions about concepts of trauma, addiction, mental health, restorative practice, NVCI, ASSIST training offerings, and local opportunities for graduates.	
4.	The Dean's report was pre-circulated highlighting the Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The construction of the KTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	

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MEETING SUMMARY

- Present:** Linda Myers (Kawartha Participation Projects), Trisha Bryan (Student Representative),
- Guest:** Carol Gordon (Kawartha Participation Projects)
- Fleming Staff:** Catherine Adesanya, Linda Poirier, Lou Anne Hanes, Carol Kelsey, Janice Lee-Foxon
- Regrets:** Sarah Gillis (Extendicare, Peterborough),
- Absent:** Sharon Drew (Victoria Manor), Amy Gilson (William Place), Monica Karr (Caressant Care), Jeanette Larson (Empress Gardens, Sonya McMurray (Extendicare Cobourg), Heather Preston (Victoria Manor), Krista Rutherford (Canterbury Gardens), Karla Quinlan (ProHome Health Services), Wendy Smith (Fairhaven) , Mary Beth Walsh Dan Clydesdale (ProHome Health Services), Pegi Handley (Stewart Homes), Tracy Maw (Para Med), , Renee Nixon, Princess Gardens), Deborah Peel (Christina Horizons), Laurel Waines (Caressant Care).
- Recorder:** Cristina McCullough, School Operations Liaison

	Key Points / Actions	Follow-up / Status
1.	The committee members were provided with a program update on enrolment and course updates. There are 52 students enrolled for semester 1 of the Fall 2013 semester. Lab was renovated recently and runs simulations and practice of scenarios similar to real life.	
2.	Continuing Education currently working on offering gerontology as a post-graduate certificate; Focus groups were conducted to review PSW program standards; PSW educational standard will be available for implementation in the Fall' 15.	
3.	There remains a strong interest in the PSW to PN bridge program. Currently working with Registrar's Office to streamline registration process.	
4.	PSW Registry in Ontario is moving forward and will be mandatory.	
5.	Committee members provided valuable input regarding emerging trends in the workplace. Palliative Care was identified as one of them. Discussions followed on LSV Conference, including participation, cost of services, and expectations from PSWs.	
6.	The Dean's report was pre-circulated highlighting the Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The construction of the KTTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	

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

MEETING SUMMARY

- Present:** Lori Richey (Peterborough Family Health Team); Shabnam Ismaily(Canadian Institute for Health Information);Jennifer Jenkels (Health Rec Association)
- Chair:** Carol Kelsey (acting chair as chair was not available)
- Fleming Staff:** Patricia Hewes(Program Coordinator); Molly Westland (Chair),Carol Kelsey(Dean); Adedayo Adeeko(Faculty)
- Students:** Victoria Sluyk
- Recorder:** Pam Selkirk (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The Committee was provided with Enrolment updates. The Health Information Management enrolment for Fall 2013 was down slightly, but returning student numbers were up giving the College a total of 5,831 full time students. The program was suspended for September 2013 applications but will be reoffered again in September 2014. There are currently 27 students enrolled year in 2.	
2.	The Dean's report highlighted Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The KTTC construction is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming. Announced retirement of key leaders at Fleming.	
Action Items		
1.	Industry expressed a concern that information systems/health links do not speak with each other. Difficulty in having a patient's full and current information/history. Suggestions were made to curriculum and marketing of the program. PAC members in attendance were supportive and in agreement that the HIM program should be re launched again in September 2014 but there needs to be changes made to attract students. Link with UOIT supported as well.	

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

MEETING SUMMARY

- Present:** Caitlin Brady (RMT), Seana Collins Mander (Healthy Foundations Naturopathic Clinic), Olivia Flegg (Student Representative), Cole Leptick (Spa on Hunter at Euphoria), Mary Mantle (Student Representative), Natasha Marjerrison (Spa on Hunter at Euphoria), Dana Marshall (Healthy Foundations Naturopathic Clinic), Josh Martin (Return to Function), John Scott Mcpherson (Kinetic Care), Susan Nott (RMT), Kevin Pinheiro (RMT), Sarah Sharpe (Student Representative), Kelsey Skebo (Pettigrew Spa), Jim Smyth (Synergistics Partners in Health), Issac Stogryn (Student Representative).
- Fleming Staff:** Jennifer Chambers (Coordinator), Annette Doose (Faculty), Lou Anne Hanes (Career Services), Carol Kelsey (Dean), Linda Poirier (Continuing Education & Contract Training Lead), Molly Westland (Chair).
- Regrets:** Claire Bradley (Clinic 288), Renee Brochu, Patricia Butts (Kawartha Massage Therapy Centre), Geoffrey Honey (RMT), Ravi-Inder Soligo (Stillpoint Therapies).
- Absent:** Nicole Bradbury (RMT), Sara Elliot (Student Representative), Alicia Gillespie (FreeFlo Physiotherapy), Yvette Maxwell, Zoe Stewart (RMT), Melanie Wood (RMT).
- Recorder:** Cristina McCullough (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The MST program update included updates on Program Option for Fall 2013: only one option was approved, which is 2 years (20 months); National competencies update: The CMTO has confirmed that these competencies will be examined beginning in Spring 2015, not Spring 2014 as suggested in an earlier communication. Fleming has incorporated virtually all of them now, so there is no big curricular change required; Fleming MST clinic update: We are investigating having computers installed in each cubicle for data collection and record keeping.	
2.	Input from industry included community outreach report: groups going offsite have been discontinued, except 1group attending St. Joseph's at Fleming; and MST recruitment strategies were discussed by the Committee.	
3.	The committee was given a presentation on the Techdesk program. This database provides patient treatment notes at a glance and is compliant in regard to results/report production, meeting the MST program requirements.	
4.	The Dean's report was pre-circulated highlighting the Fleming's Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The construction of the KTTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	
5.	The Committee is looking for a chair.	

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

MEETING SUMMARY

- Present:** John Ireland (Broken Arrow Residential Treatment Services), Rosemary Orendt (Rebound Child & Youth Services Northumberland), Lisa Fenn (Mon Ami Children’s Services) Melissa Wood (Student Representative), Ashlee Beyer (Student Representative), Tammy Henwood (Representing Margaret Rose-Jackson (Chimo Youth and Family Services).
- Fleming Staff:** Heather Sago (Coordinator and Acting Chair), Lou Anne Hanes (Career Services), Linda Poirier (LLL Division Lead), , Sherry Gosselin (Operations Manager), Aurorra DeMonte (Fleming Faculty), Jason Hiles (Faculty).
- Regrets:** Carol Kelsey (Dean), Wyatt Johns (Youth Connections), Margaret Rose-Jackson (Chimo Youth and Family Services), Nancy Burton (Treatment Foster Care), Suzanne Gallaway (Yes Shelter),
- Absent:** Walter Johnstone (Youth Emergency Services Shelter), Lorna McGillis (PVNCCSB). Michelle Arndt (Kinark Child & Family Services), Dawn Hutchinson (Kawartha Pine Ridge District School Board), Jennifer Richardson (Hawk Homes). Bev Cowie (Nogojiwanong Friendship Centre), April O’Reilly (Hand in Hand).
- Recorder:** Cristina McCullough (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-action Items		
1.	The committee members were provided with a program update on enrolment. January 2014 has 35 students enrolled. The program currently has 200 students registered. Third year of its delivery. First graduation will be held in June 2014.	
2.	Program review and accreditation will occur at the same time. Self-study is being created and confirmed within the next year.	
3.	Committee members provided valuable input regarding emerging trends in the workplace. There were discussions about Mental Health emphasis and crisis orientation so that students are well-prepared to deal with difficult behaviours and situations.	
4.	The Dean’s report was pre-circulated highlighting the Fleming’s Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The construction of the KTTC is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	

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MEETING SUMMARY

Present: Rose Kitney (Canadian National Institute for the Blind, Acting Chair) Rick Lucas (Christian Horizons), Merla McGill (Community Living, Kawartha Lakes), Jennifer Krumins (Special Education Autism Resource Educator), Donna Sanders (Community Living Peterborough), Martin Kerstens (Kawartha Pine Ridge School Board), Kristi Makay (The Learning Disabilities Association of Peterborough), Sandra McAlpine (Tri-County Community Support Services)

Fleming Staff: Lou Anne Hanes (Career Services), Ann Hines (Coordinator), Molly Westland (Chair)

Regrets: Christine Crough (Canadian Mental Health Association) Carol Kelsey (Dean)

Absent: Jamey Coons (Community Living Peterborough), Pegi Handley (Stewart Homes), Deb Reid (Down Syndrome Assoc. of Peterborough), Yvonne Roy (Tri-County Community Support Services) Shari Warfield (Canadian Mental Health Association), Edna O’Toole (Community Living Peterborough), Vikki Etchells (Alternatives Community Program Services), Kristi McKay (The Learning Disabilities Association of Peterborough).

Recorder: Cristina McCullough (School Operations Liaison).

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The Committee was provided with Enrolment updates. The Development Service Worker has 35 students enrolled for Winter 14, down slightly. Students are pleased with flow of courses and eager to volunteer in the community.	
2.	The Dean’s report highlighted Fleming’s Strategic Mandate submission to the MTCU. The Academic Division is working on an Academic Plan that aligns with our Strategic Plan, Mission, Vision and Values. The KTTC construction is on time and on budget. There will be changes in the WEPA form format beginning January 2015. Announced retirement of key leaders at Fleming.	
3.	Career services conducted a discussion about styles of resumes preferred by agencies.	
4.	Input from industry included positive response from college for volunteers and student placements; changes from Ontario Disabilities and funding sources; pilot of a different concept of volunteer model in the community;	

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

**Arboriculture & Urban Forestry Program Advisory
 Committee Meeting Date: Thursday, November 27, 2013
 Time: 4:00-7:00pm
 Location: Frost Campus, Room 209**



MINUTE SUMMARY SHEET

Present: Chair, Frank Smith (Toward Balance); Tom Hutchinson (Trent University); Doug Plaunt (Plaunt’s Farm Service Ltd.); Kelly Maloney (City of Kawartha Lakes)

Staff/Guests: Sara Kelly (Program Coordinator); Marie Walden-Oulahen (Career Educator, Career Services); Terri Geerinck (Curriculum Consultant) Kristine Hubers (note taker); Students, Colin Sober-Williams and Alyssa Heimbecker

Regrets: Linda Skilton, (Dean/Principal); Mary Ann Fader (Acting Dean); Barb Elliott (Prof. Ecosystem Management); Jessica Foote (Lunar Rhythm Gardens); Harry Stoddart (Stoddart Family Farms); Pat Learmonth (OSCIA/Farms at Work); Garry Lean

Key Points / Actions		Follow-up / Status
Action Items		
1.	Changes to agenda: Mary Ann Elliot asked to delete Items 8 and 9 regarding e-learning, and Strategic Mandate Agreement respectively.	
2.	Marie will add a category for Co-op placements as a job type on the Fleming job posting website.	
3.	Tom will circulate the new information with the advisory committee members once the course material and changes are confirmed.	
Non-Action Items		
1.	Fleming College has begun recruiting students from India, in tangent with Centennial College. In the near future, Fleming will also be recruiting students from China. Overall, Fleming had 13 foreign students last year.	
2.	Each program must undergo a comprehensive review every 5 years. The Urban Forestry Certificate Program is currently undergoing the comprehensive review. Some students had problems during co-op placements in Arboriculture because they had not yet had significant exposure to rigging, ropes and climbing. Updates will be made to the current information package for employers	
3.	Jim Deitch retired last winter after 28 years of involvement with the Forestry cluster of programs. Brian Saxon replaced Jim Deitch. Katrina Van Osch-Saxon is new full time faculty in the Arboriculture and Urban Forestry Programs.	
4.	Students report there are no shortage of arborist jobs – especially for Fleming graduates. Student’s inquired if for the Forestry Program camp we could we make better use of that week by incorporating field activities.	
5.	Curriculum changes included: Math in first semester, Career Mapping course moved from fall to winter semester, Elimination of Managing Turf course, and embedded some content into other courses. Additions to Work Preparation Class could include - personal nutrition and fitness.	

Sustainable Agriculture Program Advisory Committee
Meeting Date: Thursday, November 27, 2013
Time: 4:00-7:00pm
Location: Frost Campus, Room 209



MINUTE SUMMARY SHEET

Present: Chair, Frank Smith (Toward Balance); Tom Hutchinson (Trent University); Doug Plaunt (Plaunt’s Farm Service Ltd.); Kelly Maloney (City of Kawartha Lakes)

Staff/Guests: Sara Kelly (Program Coordinator); Marie Walden-Oulahen (Career Educator, Career Services); Terri Geerinck (Curriculum Consultant) Kristine Hubers (note taker); Students, Colin Sober-Williams and Alyssa Heimbecker

Regrets: Linda Skilton, (Dean/Principal); Mary Ann Fader (Acting Dean); Barb Elliott (Prof. Ecosystem Management); Jessica Foote (Lunar Rhythm Gardens); Harry Stoddart (Stoddart Family Farms); Pat Learmonth (OSCIA/Farms at Work); Garry Lean

	Key Points / Actions	Follow-up / Status
Action Items		
1.	Sara will ask Coordinators in other programs how sustainability/green approach is integrated into their program. She will bring info back to the advisory committee to review.	
2.	Sara to invite PAC members to future program related activities through the year.	
3.	Recruitment of 6-8 new advisory committee members by 2014 meeting.	
Non-Action Items		
1.	Discussion regarding the green approach and how it is integrated into the SAG program and other programs on campus.	
2.	Favourable KPI's were discussed and the different types of E-learning and plans for future e-learning program integration were reviewed.	
3.	Sara did a presentation on Student Profiles and Student Success in 2013. She included a general review of the program, the direction it is taking and future enrolment plans for 2014. She also explained to the committee the Trent, Durham, Fleming Collaboration.	
4.	Terri explained the different types of Coops at Frost and the programs involved.	
5.	The group had a round table discussion about new members – names were shared on people who would be a good fit for this committee.	
6.	Students did their presentation and everyone was thanked for attending.	

**Police Foundations Program Advisory Committee
November 29, 2013
Room 5920, Sutherland Campus, Fleming College**

SUMMARY

- Present:** David Bowles (City of Kawartha Lakes OPP), Mike Reynolds (Quinte West OPP), Dave Quigley (OPP Recruitment Orillia), Rob Hawthorne (City of Peterborough/Lakefield Community Police), Nancy Loucks (City of Peterborough /Lakefield Community Police), Chantal Inman (RCMP Recruiting Bowmanville), Chuck Nash (Durham Regional Police), Tim Tatchell (Peterborough OPP),
- Regrets:** Doug Borton (Northumberland OPP), Brent Anderson (Peterborough OPP), Margaret Hickey (Holy Cross Secondary School), John Ogrodnik (Peterborough/Lakefield Community Police), Diane Rubinato (OPP), Rob Shaw (City of Kawartha Lakes OPP), Murray Rodd (Peterborough/Lakefield Community Police)
- Chair:** Rob Hawthorne (Inspector City of Peterborough/Lakefield Community Police)
- Fleming Staff:** Deb Holts (Chair), Joe Hays (Coordinator/Faculty),
- Fleming Student:** Justin O'Neill (2nd year)
- Minutes Recorder:** Janice Miller (School Operations Liaison, School of Justice and Business Studies)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	VP Academic Blane Harvey is retiring at the end of the year. Tony Tilly, the college President will assume duties of the VP while a search is on for a new VP. Jim Drennan, the Dean of this school will also assist.	
2.	The Dean hope to see the school moving in a direction where a number of programs share some of the same learning outcomes across the board so that students in all programs within Law and Justice take some of the same classes and receive the same content and are able to understand each other's areas of expertise.	
3.	Enrolment is slightly down this year from 2012 by 13 students. We are down 55 students from our 2010 intake.	
4.	Overall student response to the program was positive. Some concern was over group projects and presentations. A suggestion was made for a mandatory volunteering program.	

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

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for November 2013 – January 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 between the November report and this January report; 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

PROGRAMS APPROVED FOR FUNDING

- *Integrated Design*, Ontario College Diploma, effective September 2014
- *Aircraft Interior Techniques*, Ontario College Certificate, effective January 2014

COLLEGE SYSTEM CORRESPONDENCE

COLLEGES ONTARIO

- Creating a Highly Skilled Workforce for the New Economy, Fall 2013
- Investing in a Stronger Workforce: the Ontario colleges' submission for the 2014 budget

The College Dispatch

- December 2, 2013 issue

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Inside ACCC - President's Update

- November 22 and 30; December 6, 13, 20, 2013; January 10 and 17, 2014 issues

News Releases:

- November 20, 2013: ACCC immigrant integration program a finalist for prestigious public administration leadership award
- January 15, 2014: ACCC supports launch of Canada's international education strategy
- January 8: ACCC joins with Jamaican counterparts addressing issues affecting advanced skills for employment

CONTACT NORTH

News Releases

- December 10, 2013: pockets of innovation webinar series to showcase ground-breaking online learning innovations at Ontario's public colleges and universities

FLEMING IN THE NEWS

- *2013 Survey of Education Choices made by Indigenous Students*
- Fleming Ties Winter 2014 edition

PROGRAM ADVISORY COMMITTEE MINUTES

- 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)
- Police Foundations (November 29)

PREPARED BY: Board Office

COLLEGE ACTIVITY REPORT

A report to inform the Board of Governors and the community on the College's activities between November 21, 2013 and January 23, 2014.

ACADEMIC

Fleming's **Office of Sustainability** is open for business! It will serve as a hub for the Fleming community to determine what sustainability will mean within the college environment and to assist in the implementation of sustainable practices in both operations and education. An Action Plan will be developed early in 2014, to be launched with the start of the fiscal year on April 1. Check out the newly-launched [webpage](#).

During the week of February 3, all full-time and part-time students enrolled in semesters two to six of full-time programs will be asked to complete the **Student Satisfaction Survey**. Student support over the years has helped Fleming to consistently achieve one of the highest participation rates in this provincial survey.

Every fall, students in the **Early Childhood Education** program run a Toddler Program—the only one of its kind in the college system. The students also developed a parent workshop; while the toddlers play with ECE students, the parents meet. The program runs for eight weeks on Monday, Tuesday and Wednesday mornings.

The **Corner on Sixth** is open every Tuesday, Wednesday and Thursday for the Winter semester. Culinary students prepare scratch-made market sandwiches highlighting regional products.

Congratulations to students **Matthew Fitzgerald, Ryan Wheatley, Lee Scholl and Austin Carmichael** for their winning presentation on the subject of

creating a sustainable washroom at the Gamiing Nature Centre. The students also pledged to volunteer their time to help make their idea a reality. Students in the common first semester *Leadership in the Environment* course chose a non-profit organization in the City of Kawartha Lakes and an issue or project that the agency is involved with. Their projects support increased student understanding about the role that community organizations play in relation to caring for



(l-r): C-Links Project Coordinator Shantal Ingram, students Matthew Fitzgerald and Ryan Wheatley, Katie Clapham from Gamiing, and students Lee Scholl and Austin Carmichael.

and contributing to a healthy environment.

Wrap it Up, an end-of-semester art exhibition hosted by students in full-time diploma and certificate programs, took place on December 14 at the Haliburton Campus. The exhibition is a student-based initiative featuring a variety of media that showcases the talents of the fall semester students.

Between March 31 and April 11, the Sutherland Campus will be part of the **Haliburton School of The Arts/ McMichael student exhibition tour**. Art work will be featured in Room 5920.

The Minister of Training, Colleges and

Universities, the Hon. Brad Duguid, local visited the **Haliburton CREW office** on January 21. The Minister is on tour promoting the Youth Job Strategy and specifically, the Youth Employment Fund. The focus of the YEF is on youth under 30 who want to gain work experience and contribute to the growth of local business.

Trekking across Algonquin Park during the dead of winter is a grinding expedition – not for the faint of heart. **Frost faculty member Mark Williamson** made that trip in January 2013, covering 160 km in 23 days, as part of his sabbatical. Mark completed the sledhaul trek with Jeff Harvey, a field biologist and research scientist teaching climate change at Amsterdam University in the Netherlands. Read all about his adventure in "Across 160kms of Algonquin Towing Sleds" in Ottawa Outdoors magazine: <http://issuu.com/ottawaoutdoors/docs/2013-ottawaoutdoorswinter/9>.

Four Fleming College students received **scholarships of \$1,000 each** from the Peterborough Horticultural Society.



(l-r) Jen Bird, Megan Kitchen, Emily Abu-Middin, Kyle McQuestion, and Pat Lounsbury (PHS). Photo from Peterborough This Week.

Since its inception in 2002, the Peterborough Horticultural Society has awarded \$68,400 in scholarships.

FINANCE AND ADMINISTRATION

Campus Security will be offering two free **Women's Self Defence Courses** to female students and employees the first weekend in February. The Sutherland Campus course takes place Saturday, February 1 from 9 a.m. to 5 p.m.; the Frost Campus course on Sunday, February 2 from 9 a.m. to 5 p.m.

HUMAN RESOURCES

Recruitment and Selection

For the November 13, 2013 – January 12, 2014 timeframe, the College **posted 21 positions** (a combination of permanent and temporary positions): 13 Support, 4 Academic and 4 Administrative.

The College hired **9 new permanent (full-time) staff**: 3 Support, 6 Academic, 0 Administrative and 1 new permanent (regular part-time) Support staff. There were

- **4 internal full-time Support Staff transfers**
- **2 temporary full-time assignments**: 1 Support, 1 Administrative.
- **3 resignations and/or terminations**: Support.
- **4 retirements**: 2 Support, 1 Academic, 1 Administrative.
- **4 leaves**: 1 Support (parental), 2 Academic (parental), 1 Administrative (parental).
- **3 returns from leave**: 1 Support (parental), 1 Faculty (sabbatical), 1 Administrative (parental).

With Sadness

Rosemary Newmaster started at the College in 1983 and retired from her position in Continuing Education (McRae Campus) in 2011. She passed away in December

Beverly White also passed in December. Bev worked at the College from 1985 until her retirement in 1997.

Recognition

Congratulations to the following employees who achieved significant **service milestones** in the months of December and January:

10 years: Adedayo Adeeko, Karen Augustin

15 years: Phillip Chee, John Mak, Shirianne Pawley-Boyd

20 years: Sharon Behmair

25 years: George Seto, John Currie, Mary Bencze, Deborah Martin

30 years: Patrick Hogan, Tom Phillips, Catherine Stalkie

On December 5, President Tony Tilly, along with Blane Harvey and Sonia Crook, hosted the **annual recognition dinner**

honouring full-time employees who achieved service milestones of 25, 30, 35 or 40 years at the College during 2013. The evening was full of memories and lots of laughter as our long service employees exchanged stories and experiences from their many collective years at Fleming.



ADVANCEMENT AND ALUMNI RELATIONS

In December, TV Cogeco visited the Sutherland Campus to film an episode of their weekly show *Focus* on site at the **Kawartha Trades and Technology Centre**. Featuring host Jay Amer, President Tony Tilly and Project Director Tom Holden, the show is a fun 30-minute tour of the site. This KTTCC episode of *Focus* aired on January 22 at 6:30 p.m. (Channel 10 on Cogeco Peterborough) and will be repeated throughout the week. It is also scheduled for a repeat airing on March 12 at 6:30 p.m.

Everyday heroes at Fleming

On January 29, all Fleming College employees who have graduated from a Fleming College certificate or diploma program have been invited to join the Advancement & Alumni Relations Office for a group photo to celebrate **alumni in our workplace**.

The College Activity Report is developed in part from The Fleming Zone, a website and e-newsletter for Fleming College employees. Photos courtesy of Leigh McEachran

STUDENT SERVICES

Tickets are now on sale for the 6th annual **Fleming Night at the Petes** which takes place Thursday, February 13 at 7:00 p.m.

The **Yellow Umbrella Project**, or #YUP14 for the Twitter followers, aims to get students talking about mental illness and ultimately stop the stigma. The **Student Administrative Council** is participating in the campaign, in collaboration with College Student Alliance and Good2Talk.

Learning Support Services offers a number of labs to assist students with their studies. Students have access to Math, Writing and ESL labs as well as Success Strategies Workshops covering topics in time management and test preparation. The **Counselling Department** is offering Test Anxiety Workshops at the Sutherland Campus.

Diversity, Accessibility and International Student Supports

International Student Services at Fleming hosted its **first annual Canadian Skating Experience** on December 13. Twenty-five international students tried ice skating at Peterborough's Evinrude Centre. The students - from China, Brazil, India and Viet Nam - had never experienced a Canadian winter, as their home countries often have average temperatures in excess of 80 degrees. Skates were generously donated by the Evinrude Blades Pro Shop.



The International Student **Welcome Reception and movie night** is planned for January 30 from 5:30 to 9:30 p.m. in Room 519.

Health Services

The Team consists of Nurses Leslie Gifford, Betty McNeely (Frost) and Paula Ellis; Health Assistants Linda Leahy, Melanie Frain (Frost) and Samantha Furlong; physicians Dr. Lencses, Dr. Sokolon and Dr. Post (Frost); and Manager Mark Gray. Clinical services are available – for free – to any student with OHIP coverage. International students have a special coverage card that enables them to also access health services for free.

Physician clinics at Sutherland run Tuesday and Thursday from 8:30 a.m. to 4:30 p.m. and 1:00 to 4:00 p.m. on Wednesdays, while Frost hosts its physician clinic on Wednesdays. On clinic days, an average of about 50 students visit for a range of health issues and assessments. On non-clinic days, Leslie, Betty and Paula see walk-ins and emergency cases. Frost Health Services is located on the second floor. At Sutherland Campus, the team is now located in Room 409 near the main foyer.

The next big project for Health Services is to switch from paper-based to electronic medical records. The team has applied for funding through Ontario MD, and if successful, will make the switch in September 2014.

MARKETING, COMMUNICATIONS AND LIAISON

Fleming College has partnered on a study, **Who Works Where in Peterborough**, that was commissioned by Peterborough Economic Development. The Martin Prosperity Institute, an internationally respected think-tank on the role of location, place and city-regions in global economic prosperity, authored the report. Peterborough was compared with 11 other similar-sized communities across Ontario and the United States. The full study is available:

<https://www.flemingcollege.ca/theflemingzone/wp-content/uploads/2013/12/Who-Works-Where-in-Peterborough.pdf>

The College is ringing in the New Year with new **Continuing Education** courses and certificates. Visit www.flemingcollege.ca/continuing-education for all dates and workshop locations.

Fleming College and Sustainable PTBO

Fleming College has joined the **Sustainable Peterborough partnership program** to create a comprehensive sustainable actions inventory. The inventory will link together various businesses, organizations, and institutions and help to foster partnerships and solutions towards sustainable initiatives. To view the Sustainable PTBO inventory, visit <http://sustainablepeterborough.ca/take-action/partnership/action-inventory/>.

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 – 10 January 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	50	36	15 August 2014	7 August 2014	
Main Building	51	36	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.)	62	26	4 June 2014	6 March 2014	31 Jul 2013
Interior Wall Construction	38	14	25 March 2014	28 February 2014	23 Dec 2013
Finishes	0	0	3 July 2014	9 July 2014	7 Mar 2014
Fittings (millwork)	0	0	23 May 2014	20 May 2014	28 Feb 2014
Electrical	44	35	23 June 2014	2 July 2014	7 Mar 2014
Fire Alarm	31	29	21 May 2014	12 April 2014	7 Mar 2014
Mechanical (Plumbing)	64	45	23 May 2014	20 May 2014	28 Feb 2014
Mechanical (HVAC)	53	6	9 July 2014	2 July 2014	7 Mar 2014
Sprinkler and Fire Protection	56	43	3 July 2014	9 July 2014	7 Mar 2013
Exterior work and landscaping	64	59	7 May 2014	1 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	30	1 Jan 2014	1 Jan 2014
Move Planning	20	20	1 Mar 2014	1 Mar 2014

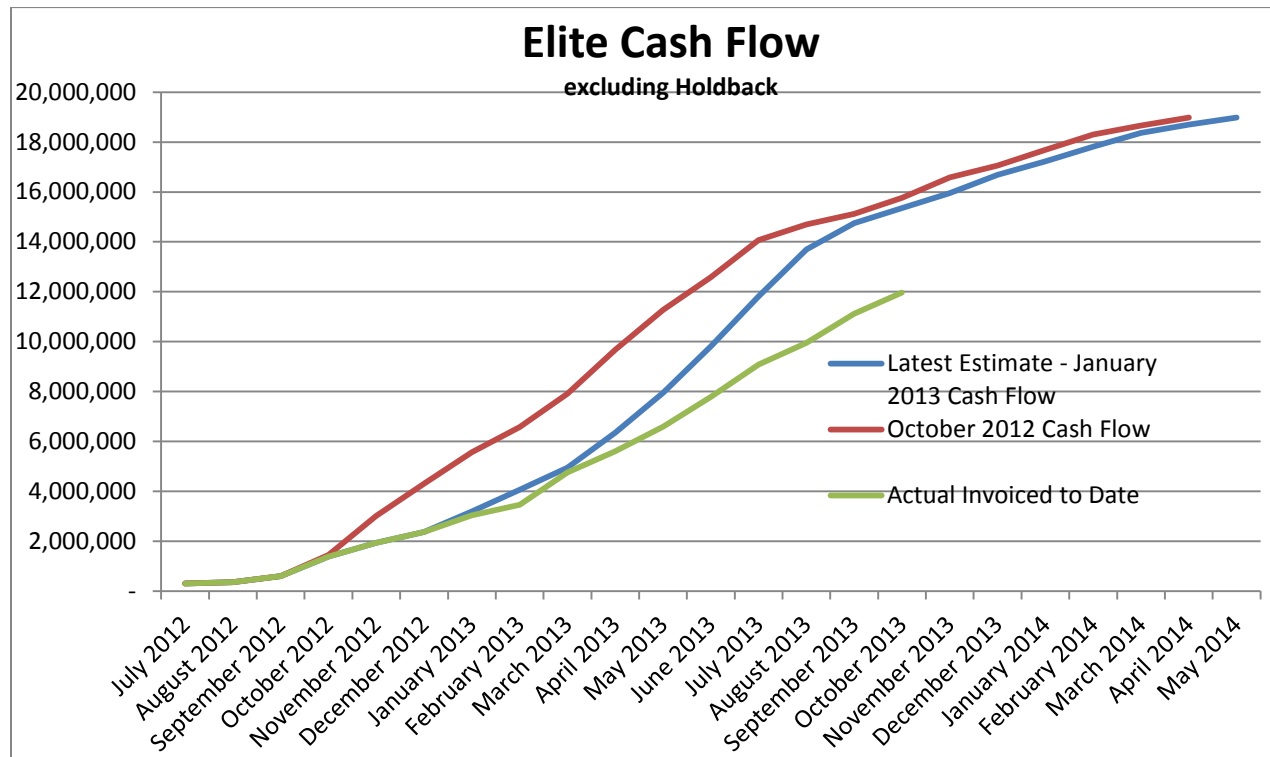
CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • *Identify the Pros and Cons*

The project completion date has been extended out one week to permit the final exterior work (such as sidewalks and final landscaping); this does not have any impact on the substantial performance date for the project. The schedule will be a risk until the end of the project. The College will continue to work with the Prime Consultant and the contractor in order to ensure the proper sequencing and occupancy.

Work has not started on a formal LEAN design exercise within the building; however, LEAN design has already been incorporated into all aspects of the building, accomplished during the redesign of the ground floor as well as the layout of the three story structure. A formal assessment will need to be completed once instructors are able to occupy the building.

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: *Revisions to the Tuition and Ancillary Fees Policy Framework*

PRESENTED BY: Dr. Tilly, President; Mr. Baker, Vice-President Finance and Administration; Dr. Pander-Scott, Registrar

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

For Information

SOURCE

- Minister's Binding Policy Directive (MBPD), *Tuition and Ancillary Fees*, Finance and Administration Policy Framework revised December 2013

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

The *Ontario Colleges of Applied Arts and Technology Act, 2002* authorizes the Minister of Training, Colleges and Universities to issue policy directives that are binding on colleges in relation to the manner in which they carry out their objects or conduct their affairs. Under the Corporations Act, colleges have the power to establish fees.

As part of the Ministry's consideration of a new tuition fee framework, it committed to address other tuition-related issues through a separate consultation process. Input from the system provided the Ministry with valuable feedback.

The policies included in the directive attempt to strike a fair balance for both colleges and students.

Policy changes primarily reflect the broader utilization of the Ontario Student Assistance Program (OSAP) and the need to align confirmation of OSAP funding with billing timelines. The most significant change will impact the practice of charging students a deferral fee where they are waiting for OSAP to pay their fees owed to the College. It should be noted that this practice is common throughout the system and is not unique to Fleming.

Policy changes come into effect for the 2014-2015 academic year where possible and must be fully implemented by the 2015-2016 academic year.

Under the directive, colleges are responsible for ensuring that tuition fees and ancillary fees for all courses and programs of instruction operated by the college are approved by the board of governors and in compliance with the *Binding Policy Directive on Tuition and Ancillary Fees*. This is unchanged from the previous directive.

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College 2013-2014 Business Plan Update*

PRESENTED BY: Ms. Crook, Vice-President, Human Resources and Student Services

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

For Consultation

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

On May 1, 2013 the Board of Governors approved the *Fleming College 2013-2014 Business Plan*, outlining the College's business priorities for the year.

Under the Ministry of Training, Colleges and Universities business plan policy framework, the CEO (i.e. president) is to report periodically during the course of the fiscal year to the board of governors on results achieved with respect to the business plan. The board also is to ensure that corrective action is taken.

The attached interim report provides an informational overview of progress to date on the objectives set out in the [2013-2014 Business Plan](#).

Full details relating to fulfilment of the business plan will be documented in the Annual Report which will be presented to the Board at the May 28, 2014 meeting.

PREPARED BY: Office of the Vice-President, Human Resources and Student Services

2013-2014 Business Plan Interim Report Executive Summary

The 2013-2014 fiscal year has seen both success and challenge for Fleming College amidst a rapidly changing landscape for postsecondary education in Ontario. The provincial government's Differentiation Policy Framework and implementation of the Strategic Mandate Agreements, along with targeted funding programs with very tight timelines has required the college to rebalance priorities and shift resources to areas where these new opportunities can be exploited.

While excellent progress has been made on the majority of the objectives set out in this year's business plan, the welcome but unexpected funding through the Productivity and Innovation Fund and the Financial Health and Sustainability Grant has created some shifts in priorities and the addition of some new priorities. Meeting the tight timelines (March 31, 2014 in many cases) to complete projects has meant that the College has had to revise the timing of some in-year projects or delay some objectives.

Construction of the Kawartha Trades and Technology Centre (KTTC) is progressing toward the goal of having classes commence in the new facility in September, 2014. The construction schedule has been challenging due to a variety of factors, however we are addressing these challenges in close collaboration with the architects and general contractor and are confident of meeting the September target date. The KTTC fundraising campaign has exceeded the goal of \$1 million and continues into phase two with an emphasis on financial support for students in trades and technology.

The \$6.07 million Fleming Sport Complex was officially opened on November 7, 2013. In conjunction with that project, the Storm Water Management Pond was completed on-time and on-budget, including trees and landscaping around the pond.

On balance, our 2013/14 Enrolment Plan is on track. While intake targets for domestic students are challenging in some programs, upper semester enrolment and International enrolment growth have contributed to strong progress toward our aggressive targets.

The College has made a number of efforts to improve Key Performance Indicators (KPIs). Several objectives have successfully supported the strategy of placing Fleming College within the first quartile in the Service/Facility KPIs. Among these are curriculum revisions including the introduction of expanded co-op placement components in several programs, system enhancements such as the successful transition to the D2L learning management system, and the availability of online self-service in support of student financial aid.

Lean projects are very strong and the foundation has been established to take Lean methodologies into the academic division to make programs more effective and efficient. In addition, we are exploring the possibility of developing a 'Lean Academy' in partnership with the Southern Alberta Institute of Technology (SAIT).

We are pleased to report the following progress on the 2013-2014 objectives related to each of the strategic priorities from the Fleming College 2010-2015 Strategic Plan. Details are also provided for any objectives where progress has been delayed.

Prepared by Human Resources
January 2014

Strategic Priorities and Progress

1.0 Achieving Excellence in Student Learning

Four objectives were set related to ensuring that Fleming prepares its graduates to make a difference in the workplace. They include implementation of our Work Integrated Learning Enhancement Strategy; continued development and implementation of targeted academic Key Performance Indicator (KPI) improvements; compliance with the PQAPA quality assurance criteria; and the implementation of year two of the College's E-learning Strategy. All of these objectives are on track towards successful completion by the end of this year.

2.0 Providing Superior Services and Facilities

The majority of the thirteen objectives related to this strategic priority are progressing as planned for successful completion. These include KPI improvement initiatives in services and facilities; implementation of a co-curricular record for students; a multi-year facility renewal at the Frost residences; year two of the Information Technology Strategic Roadmap; as well as objectives related to the construction of the new sports fields and the KTTC.

The student webmail upgrade has been successfully implemented. Progress towards upgrades to the Portal, Learning Commons, labs and smart group study spaces has been slower than planned. We will work in partnership with Student Association/Student Administrative Council groups to move these initiatives forward.

3.0 Leading in Sustainability

Three of the five sustainability objectives are making good progress. These include implementation of the Corporate Sustainability Plan; expansion of the CAWT laboratory; and expansion of sustainability related community-based applied learning opportunities. We have chosen to delay the review of duplicating services. Adoption of defined curricular alignment and engagement goals at the School of Environmental and Natural Resource Sciences will be moved to the 2014/15 business plan due to a leader medical leave.

4.0 Growing with Positive Results

Six enrolment objectives were developed this year. At this point, half are tracking towards successful completion. The 2013-14 Enrolment Plan has been implemented and development of next year's plan is under way. The College has launched new programs and marketing efforts in support of new programs and has expanded international recruitment activities to include India, China and Brazil.

The comprehensive three-year campus growth plans and implementation of the Strategic Enrolment Management Review, originally scheduled for completion for September, are rescheduled for early in the next fiscal year.

Competing priorities have also led to the decision to defer completion of the three-year continuing education growth plans for all schools. These will be deferred until the Common Block Development period in 2014.

5.0 Building Community Success

Progress is continuing towards development of fully formed programs and partnerships in support of the KTTC for full readiness to implement programming effective September, 2014.

Cultural Safety Training for employees and implementation of the Aboriginal Self Identification protocols in the 2013-14 academic year are progressing as expected.

6.0 Developing the Fleming Working Environment

All five objectives under this strategy are on track for successful completion this year. Highlights include strong progress on Lean initiatives consisting of a project in the School of Justice & Business Studies, as well as value streams for the employee recruitment and capital review processes. A partnership with the Southern Alberta Institute of Technology to provide Lean certification and coaching is currently being explored.

Progress on the comprehensive employee development program includes the successful launch of a Common Block Development program for faculty; a Professional Development Certificate program for Support Staff; and a trial of the online learning library lynda.com, which has received positive feedback from both staff and students at the College.

Implementation of the second stage of the multi-year accessibility plan and completion of the AODA plan are also on track.

Conclusion

We have moved ahead on many key objectives in areas that impact student life, student success, our employees and the overall experience of learning and working at Fleming College.

While excellent progress has been made on the majority of the objectives set out in this year's business plan, the College has re-set some priorities to address the changing landscape as our planned and unplanned projects and initiatives compete for limited human and capital resources. At the same time, the new funding sources and our renewed Strategic Mandate Agreement have provided the College with an excellent foundation for success next year and well beyond.

STRATEGIC MANDATE AGREEMENT 2013



Fleming College

LEARN | BELONG | BECOME



Submitted to the Ministry of Training,
Colleges and Universities

December 2013



SIR SANDFORD FLEMING

Famous Canadian Engineer, Cartographer, Innovator and Visionary

Original bronze sculpture by Phil White, Dominion Sculptor of Canada and Fleming alumnus



PURPOSE/INTENT

This updated Strategic Management Agreement (SMA) builds on our 2012 submission. It makes specific the role that Fleming will play in advancing the Ministry of Training, Colleges and Universities' Differentiation Policy. It is rooted in the three objectives of the Colleges and Universities Act (2002), namely (1) to offer a comprehensive program of career-oriented, post-secondary education and training, (2) to meet the needs of employers and the changing work environment and (3) to support the economic/social development of our communities.

The document demonstrates the strong alignment between Fleming's goals and those of the Province of Ontario. It includes target metrics in each section as a starting point for discussion with the MTCU and with other stakeholders as we engage in the process of developing a final SMA. In particular, it:

- ▲ builds on our strengths and the vital role we play in the regional economy
- ▲ outlines how we will maximize access and quality for our student population
- ▲ affirms program strength in natural resources and environmental sciences, trades and technology and arts and heritage
- ▲ commits to affordability and sustainability in the current economic environment
- ▲ reflects our intention to make a unique contribution to Ontario's PSE system

THE FLEMING DIFFERENCE

Fleming already plays a strong role in Ontario's post-secondary education system by virtue of our location, our pivotal role in the regional economy, our specialized programs in the environmental and natural sciences and the access/pathways we offer for entry and continued learning. Our strategy will enhance that role, building on four mutually reinforcing differentiators: (1) alignment with regional economic needs and collaboration with the employers, governments and communities we serve; (2) high quality programs and multiple pathways that make it easy for students to enter and to ladder to further education; (3) program specialization in environmental and natural resource sciences and several other niche sectors; and (4) an operational model characterized by financial and environmental sustainability.

■ Goal 1: Social and Economic Development

Fleming is located in the heart of Central Eastern Ontario serving Peterborough City and County, The City of Kawartha Lakes, Haliburton County and Northumberland County. The region is a complex mix of high density, rural and remote areas. We contribute to Ontario's prosperity as

VISION

Students succeeding through personalized learning. Innovation and achievement powered by people.

MISSION

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, services and applied research.

VALUES

- ▲ The student learning experience is our first priority
- ▲ We value people and community
- ▲ Fleming is committed to a sustainable future
- ▲ We are inspired by Sir Sandford Fleming to innovate with vision and implement with excellence

a vibrant economic region in its own right, and as the eastern flank of the GTA – a role that will grow with the Province’s investment in transportation and infrastructure. It offers a desirable combination of a strong sense of community, proximity to services, easy access to the GTA, natural beauty and affordable housing.

The College is the primary provider of applied post-secondary education and training for the region and for the three First Nations communities located in the area. Our campuses are hubs for education and community development that strengthen the socio-economic health of the region. We also contribute to economic development through leading applied research work, particularly in the area of alternative wastewater treatment. More broadly, the College is a leader and a catalyst for applied research and innovation in the region, adding essential knowledge and capacity.

Differentiation Strategy 1: Drive Prosperity in the Region through Responsive Labour Force Development and Innovation

Job-Ready Graduates. Fleming is the primary educational partner for employers in the region, providing them with job-ready graduates to meet the evolving demands of the regional labour market and offering the in-service training and continuing education their employees need. Sixty percent of our programs are focused on core sectors of the regional economy including technology and skilled trades, health and community development, business and justice studies, and general arts.

Forty percent of our students come from the region and many find jobs in the region following graduation. The region is the preferred destination for many commuters, retirees and tourists. The demand for housing and services, particularly health and senior care, will grow significantly by 2019. In response, we will shape our program portfolio to generate more graduates with skills in health care, community services, technology and the trades.

Skilled Trades. The Kawartha Trades and Technology Centre will open at our main campus in 2014. It will serve as a regional hub for trades education and training. We anticipate it will serve 1,000 Fleming students, employers and secondary school students annually, ensuring the region has the skills required for steady economic growth.

Dual Purpose Infrastructure. The St. Joseph’s at Fleming long-term care facility represents a valued addition to the region’s health care system and offers multiple field learning opportunities on campus. Also at the Sutherland campus is the Peterborough Sport and Wellness Centre, a \$14M facility serving our students and the community at large. Students give Fleming the highest athletics and recreation KPI scores in the province, yet it is the lowest cost college athletics facility, a result of this innovative partnership.

In 2013, Fleming partnered with the City of Peterborough, the Fleming Student Administrative Council and the Peterborough Youth Soccer Club to open a \$6.07M new sports field complex. The fields are FIFA 1 Star certified and the facilities include a field house with public washrooms and four change rooms. The complex will be home to Fleming’s varsity teams and intramural sports programs, and local minor sports organizations.

Going forward, Fleming will continue to leverage these partnerships, which lower the cost of cap-

ital development, create new multi-purpose infrastructure and enable the integration of education, work and community development, while seeking emergent opportunities to replicate them.

Innovation and Sustainability. Fleming ranks 11th in applied research among Ontario colleges and this portfolio is growing. Our Centre for Alternative Wastewater Treatment (CAWT) is a world-class water research facility that offers a full spectrum of applied research services (proof of concept/technology development/piloting/demonstration/problem-solving). It includes outdoor research test cells, 20 ponds, an indoor testing facility, an environmental chamber, and an advanced analytical laboratory (soon to be ISO 17025 accredited). CFI/ORF awarded it \$1.6M to expand its lab infrastructure. NSERC has contributed \$1.75M and CAWT has leveraged a further \$1.85M from a consortium of regional SME's and economic development bodies for current projects. CAWT constitutes a key instrument for the wastewater industry and a vital resource for the protection and sustainability of the Province's most precious resource.

Economic Impact. The College itself is an important engine of regional economic development. We provide good jobs for 500 full-time and 730 part-time employees. The economic impact of its expenditures exceeds \$126M annually and the economic benefit of student expenditures is \$90M per year.

Table 1: Regional Impact

Metric	2013	2019
Graduate employment rates	84.3	86.0
Employer satisfaction rates	93.8	95.0
Trades/Tech Enrolment	451	650
Applied Research Projects	\$1.5M	\$3.0M
Economic Impact	\$216M	\$250M

■ **Goal 2: High Quality Educational Experience**

We invest in quality. We have implemented three strategies designed to elevate the quality of the student experience: an Applied Learning Enhancement Strategy, a Revised Academic Advising Model and an e-Learning Strategy. Every faculty member is assigned a 7-week block to devote to program review, curriculum development/renewal and professional development. We will drive more student-centred and online learning with our new Learning Management System and extensive faculty training. PQAPA has conducted two quality assurance reviews in the last five years and in each case cited numerous commendations and only two recommendations for improvement.

Our Core Promise to Students. Our core promise articulates our commitment to personalized pedagogy, work-integrated learning and student success. KPI results demonstrate the consistent quality of the learning experience at Fleming. For the past three years, the School of Environmental and Natural Resource Sciences has maintained first quartile provincial ranking on Overall Quality of Learning, Quality of Lab and Shop Learning and Quality of the Overall College Experience. Similarly, the Haliburton School of The Arts achieved first quartile ranking on Quality of Lab and Shop Learning. Our School of Community Development and Health ranks in the first quartile on the Quality of Field Placement and Clinical Experiences.

Students give highest marks for:

- ▲ placements that hone interview skills and work experience that leads to job offers
- ▲ curriculum that is relevant and current
- ▲ soft skills in communication and relationship building
- ▲ teachers who motivate, encourage innovative thinking and help them get to where they want to go

We build spaces and environments that reflect the character of the programming and the community where they are located. The Frost Campus in Lindsay, home to a nationally recognized portfolio of environmental education programs, is a model of sustainability. The Haliburton School of The Arts features multi-purpose studios in a setting designed to spark inspiration and creativity.

Our differentiation strategy builds on this established commitment to high quality learning characterized by a personalized approach and by student-centred strategies including work-integrated learning, hybrid learning and a differentiated program portfolio.

CORE PROMISE TO STUDENTS

At Fleming, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices, and to building sustainable, healthy futures for our people, communities and environment.

Differentiation Strategy 2: Instill Work/Community-Integrated and Hybrid Learning as Core Components of Fleming's Teaching/Learning Practice

Learning By Doing. Work/Community-Integrated Learning (WIL) connects students and employers “on the ground”. It focuses the learning agenda and opens doors to employment. It is an explicit element of most programs at Fleming. WIL gives employers first-hand exposure to new talent and a direct role in the curriculum. Students gain real-life applied knowledge and skills. Our Applied Learning Enhancement Strategy promises that all programs have a substantive WIL component and that standards and protocols are in place to guide the successful participation of faculty, students and employers. This strategy will ensure the readiness of graduates for work, extend and deepen our collaboration with employers, develop new levels of education and work integration, and contribute to regional economic development.

Student-Centred Learning. We recognize that online and hybrid learning must be a core element of our teaching and learning practice. Our goal is to offer more ways for learners to learn, to shift the teaching process from content acquisition to the development of learning skills, to offer students more flexibility and to make more effective use of faculty and student time. Online learning

matches the expectations of today's students, who function largely in an online world. Increased on-line delivery will also reduce the demand for physical space and related operating and capital costs.

Fleming will ensure that online learning is an essential component of all programs by 2019. As part of its commitment, Fleming will collaborate with Confederation and Northern colleges to convert a minimum of four programs to hybrid-remote delivery over the next five years. The project will (1) open these programs to Confederation and Northern students without duplicating the development and operating costs, (2) enable Fleming to acquire the required skills in hybrid-remote delivery from Confederation and Northern at low cost, and (3) leverage investment in curriculum, faculty training and equipment for remote delivery for the conversion of other programs by 2019.

Differentiation Strategy 3: Build a Differentiated Portfolio That Meets Regional Demand and Includes Program Specialization

Fleming's program portfolio will have three dimensions of differentiation:

Region Specific. The core of our program portfolio (60%) will continue to focus on the evolving needs of the regional labour market and providing easy access to entry-level PSE for students in the region. The portfolio will include technology and skilled trades, health sciences, community development, business and justice studies and general arts.

Table 2: Learning

Metric	2013	2019
Student Satisfaction	76.9	79%
Graduation Rates	65.7	68%
Retention Rates	75%	78%
Work Integrated Learning (program hours)	71%	100%

A Centre Of Excellence In Environmental And Natural Resource Sciences. Our School of Environmental and Natural Resource Sciences will be our flagship differentiator representing approximately 28% of our program portfolio. It attracts over 80% of its students from outside the region and has an approximate 40% market share among Ontario colleges. Its 30+ programs are foundational to the field. Specializations in Environmental & Ecosystem Studies, Forestry, Water Management, Fish and Wildlife, Drilling and Blasting, Heavy Equipment, Geographic Information Systems and Geosciences reflect the scope of programming. The curriculum is built on active learning and outdoor field work where students undertake real-time projects. Leading employers look to our graduates for the best and brightest in prospective new hires.

The School boasts some of the best facilities in the province for applied research and training. Since 2000, the province and our partners have invested \$27M to build a new teaching wing, establish CAWT; and upgrade our facilities, including our fish hatcheries, pathology and biodiversity labs, green roof and the new Parnham Training Centre.

The growing demand for precious natural resources and the challenge to ensure the sustainability of our eco-system is driving a growing demand for qualified workers for the “green economy.” Ontario needs two key assets: savvy in engineering the earth’s development and wisdom in stewarding these limited resources. We will deliver both.

Niche Programs. The balance of our portfolio (15 programs) will deliver a suite of high-value, specialized programs including our Haliburton School of The Arts, Museum Management, Cultural Heritage Conservation and Management, and Sustainable Building Design and Construction programs. These programs provide unique opportunities for careers in visual arts, heritage arts and sustainable building and have demonstrated national appeal for both students and employers. They attract over 80% of their students from across Ontario and beyond, including 150 full-time students enrolled in compressed programs where a studio mode of learning permits completion of two semesters of study in 15 weeks. In addition, 2,500 part-time students annually enrol in week-long, weekend and one-day arts workshops. They contribute to economic growth through the tourism dollars generated by the programs, applied learning projects and through the dollars that both full-time and part-time students spend in the region.

We will shape the mix of programs and credentials in response to the evolution of the economy and to the results of our Integrated Program Planning work. In so doing, we will ensure that our program portfolio is dynamic, responsive, evolving and sustainable.

■ Goal 3: Access for all Qualified Learners

Our goal is to increase access by erasing walls – walls between youth and the trades, between schools and college, between college and university, between educators and employers, between students and learning. We will achieve this objective through four proven strategies: (1) access programs and student success programs that are student-centred, (2) personalized learning, (3) a differentiated portfolio that offers a range of relevant options that lead to good employment, and (4) school, college and community partnerships that facilitate mobility and success.

Table 3: Program Portfolio

Metric	2013		2019	
	Programs	% of Programs	Programs	% of Programs
Regional Labour Market	65	60%	65	56%
Environmental and Natural Resource Sciences	30	28%	35	30%
Specialized Programs	15	13%	18	15%
Apprenticeship Students	83		160	

Access is vital for our student population as indicated by the following profile:

- ▲ 40% of students come from the region and count on Fleming to provide the post-secondary education and training they need close to home
- ▲ 34% are first generation students embarking on PSE studies without the advantage of parents who understand the experience and the demands
- ▲ 16% have special needs and require additional support services
- ▲ 5% are aboriginal students who may require specialized curriculum and/or additional academic supports
- ▲ 63% rely on OSAP funding and often have to work while studying

The profile underlines the vital importance of access strategies tailored to the differing needs of our students and designed to ensure their success from the outset of their contact with Fleming through to graduation and beyond.

Differentiation Strategy 4: Erase Walls and Open New Doors For Learners

Multiple Portals. The College has a range of alternative portals offering students access to the education they are seeking including:

- ▲ high demand apprenticeship programs including carpenter at the basic and advanced levels and electrician at three levels. Apprentices will study at the Kawartha Trades and Technology Centre, an 87,000 square foot facility opening in 2014
- ▲ a range of programs for Workplace Level graduates that offer credits for prior learning and relevant college programs that will advance their career objectives
- ▲ tailored access programs like the Community Integration Through Cooperative Education (CICE) program is open to adults with various developmental disabilities. Core learning focuses on personal development, human growth and essential employability skills

Relevant Programs. Our program portfolio will reflect the needs of the regional labour market and link students to good job opportunities. We will also provide best-in-class programs for students across Ontario and beyond who want to pursue careers in the field of environmental and natural sciences or in our niche specializations. Our continuing education programs will be designed to meet the lifelong learning goals of the communities we serve.

Table 4: Enrolment

Metrics	2013	%	2019	%
Local/Regional	2,330	39.9	2,357	36.8
Provincial/National	3,266	55.9	3,500	54.6
International	250	4.3	550	8.6
Total	5,846	100	6,407	100
Second Career	180	3.3	180	3
First Generation	1,857	34	1,947	30
Aboriginal	276	5	300	5
Special Needs	877	16	919	14
Dual Credit	1,950	n/a	2,050	n/a
% receiving OSAP		63		60

Access Services. Fleming has embraced a vision of personalized support for students as identified in our Core Promise to Students. Aboriginal Services provides a welcoming environment for First Nations, Metis and Innu students and staff in the Aboriginal lounges, Tipis and traditional ceremonies. International Services provides many opportunities for International students to embrace Canadian culture and share their cultures with other students to increase knowledge and tolerance. First Generation students are supported in their transition to the post-secondary world by our co-ordinators. All students are supported by our qualified team of specialists in the Learning Support Services areas available at all of our campuses.

■ Goal 4: Collaboration and Pathways for Students

Fleming has a long history of working with partner institutions to create pathways for students that are seamless and easy to navigate. Our goal is to minimize the time and money they invest in education and to lever credentials or prior learning so they can achieve their career goals in a timely and affordable manner. The College partners with regional school boards, with industry, with other colleges, with Trent University and with more than 25 other universities. Additionally, we offer pre-apprenticeship and skills development programs for displaced workers and other adult learners seeking employment in the trades. We intend to make existing pathways even easier to use and to significantly increase the number of pathways in the coming five years.

Differentiation Strategy 5: Expand Student Pathways and Student Mobility Through Institutional Collaboration

Fleming is committed to erasing the walls, often arbitrary, that prevent students from realizing their career aspirations. Through a robust suite of active partnerships, we will reduce years of study, reduce development and delivery costs and stretch investment of public funds to the benefit of Ontario learners. To this end, we will build on our longstanding tradition of collaborating with other PSE institutions, school boards, employers and our communities. Specifically, we will:

- ▲ expand the existing articulation agreements with 30 partner institutions from 257 to 275 by 2019, to offer students more credit transfer opportunities leading to degree completion
- ▲ increase the percentage of Fleming students continuing to university from 6.6% to 10% by 2019
- ▲ develop and implement a comprehensive transfer credit database for all students via ONCAT. Increase admission of direct entry students by 10%
- ▲ build on our agreements with Confederation, Northern and Boreal colleges to enhance access to environmental and natural resource sciences specializations
- ▲ continue to collaborate with Seneca College with on-the-ground support for its Aviation/Flight Training programs located in Peterborough and seek opportunities to leverage this partnership for the mutual benefit of our students
- ▲ expand partnerships with Aboriginal groups in our communities including community-based applied projects, relevant service learning commitments and a solar energy training program in partnership with the Alderville First Nation
- ▲ continue to build our successful Dual Credit programs, increasing registrants from 1,950 in 2012 to 2,050 by 2019

- ▲ through the KTTC, leverage increased industry investment in the preparation of new entrants to the labour force and expand school-college-work transition programs for our secondary students
- ▲ increase pre-apprenticeship and skills development programs for displaced workers and other adult learners seeking employment in the trades
- ▲ deepen our partnership with Trent University with a primary focus on environment, health sciences and sustainability. This will include new collaborative and degree-completion programs modeled on our Nursing and Ecological Restoration programs, which are exemplary instances of college-university collaboration

STRATEGIC ENROLMENT MANAGEMENT

We have developed two scenarios for consideration as part of the SMA discussions.

Baseline Scenario:

- ▲ 3.2% decrease in eligible full-time student headcount
- ▲ 27% increase in non-eligible full-time student headcount, mostly in international
- ▲ overall, a net decrease in enrolment of 1.1%

This scenario assumes no new program approvals in 2014/15, which limits our capability to shape our programs in response to changing market demands. It conflicts with our strategic commitment to specialization in the environmental and natural resource sciences and fails to reflect the demand for skilled graduates in the our region, particularly in the skilled trades and technology sectors.

Modest Growth Scenario:

- ▲ 4.8% growth in eligible full-time student headcount tied to increased enrolments in priority program clusters (environmental and natural resources; trades and technology)
- ▲ 69% increase in non-eligible full-time student headcount based on 120% increase in international students
- ▲ overall, a projected enrolment growth of 9.6% over 5 years, with 8% of this occurring in the first 3 years

This scenario assumes that MTCU will lift the freeze on program approvals, allowing the College to respond to new opportunities in key program clusters. It is aligned with our strategic commitment to the regional labour market, to increased access for students and to the opportunities associated with the opening of the Kawaratha Trades and Technology Centre. Finally, it also reflects our analysis of the potential for significant increases in international enrolment.

FINANCIAL SUSTAINABILITY

We recognize that a status-quo cost trajectory would outpace growth in revenues from operating grants and tuition. We also know that changing demographics will mean changes in historical enrolment patterns as well. We are committed to a long-term enrolment and financial plan that will preserve educational quality and guarantee a sustainable cost structure for Fleming. We also recognize the need to ensure transparency and accountability in the stewardship of the resources available to us. In response, we will develop a cost trajectory that entrenches our differentiation

strategies, is consistent with our enrolment plan and combines our commitment to quality programs combined with fiscal responsibility. To this end, we will take the following actions:

- ▲ implement a two-year project that will: (1) refine processes by leveraging existing technology functionality, (2) increase efficiency/reduce costs of related services, and (3) ensure compliance with Payment Card Industry (PCI) and BPS standards
- ▲ implement an electronic capability for bidding and tracking/evaluation and a comprehensive re-tooling of our procurement documentation and protocols
- ▲ increase quality and efficiency through a multi-year Lean process improvement
- ▲ extend our Lean practices to academic operations. Over the next two years, we will pilot tools and training in nine program areas, using Quality, Cost and Delivery (QCD) to implement standards and metrics for Lean with the goal to set benchmarks and improve delivery costs by 3-5% over five years. The project will reduce redundancy and lead to improved productivity to be measured by TCH/students
- ▲ implement a system of Integrated Program Planning (IPP) over the next three years that will enable Fleming to (1) strengthen strategic capability; (2) improve capacity for multi-year planning; (3) align systems in finance, institutional research, marketing, and academic operations; and (4) improve responsiveness to changes in student demand and strategic enrolment planning
- ▲ integrate our building system controls in order to reduce energy and maintenance costs, lower risk of failures, increase safety, improve the quality of the teaching/learning environment, increase its capability to plan energy usage and increase our commitment to sustainability and green energy practices
- ▲ increase purchasing power through consortia that lever scale/reduce duplication
- ▲ expand the unique resource and expertise sharing partnership with Centennial College to further increase our international enrolment in an effective manner

These combined initiatives will generate increased revenue of nearly \$3M per year by 2016/17 (\$10.4M over the next 5 years), and result in increased academic program delivery contribution to our bottom line by over \$1M per year by 2017/18 (\$3M over the next 5 years), as a result of improving our average program contribution margin from 32% to 35%. In addition, these initiatives will reduce services and support costs by over \$160,000 per year.

FLEMING'S DELIVERY PROMISE

- ✓ Make a vital contribution to economic and social health in the region
- ✓ Guarantee experiential learning and e-learning modules in all programs
- ✓ Reduce our operating costs by \$3M annually
- ✓ Be a centre of excellence for programs in environmental and natural sciences
- ✓ Create ten new degree completion pathway opportunities
- ✓ Build new north-south connections with northern partner colleges and employers
- ✓ Increase applied research infrastructure with a new GeoCentre, a joint Institute for Healthy Aging and an expanded Centre for Alternative Wastewater Treatment
- ✓ Be a partner and catalyst for initiatives that generate prosperity in the region

In summary, Fleming College will continue to grow in its role as a key contributor to regional economic development and student success through differentiation and innovation in teaching, learning and research, while operating in a manner that ensures sustainability.

Appendix 1: Identifying Institutional Program Strengths and Strategic Areas of Focus

In SMA proposals, colleges and universities have been asked to identify activities that profile their institution's strengths. The following tables are intended to help demonstrate the link between those identified areas of institutional strength and program areas – both current and future.

- ▲ In the first table, please identify up to 10 areas of program strength for your institution. Please describe the rationale used to select these program areas.
- ▲ In the second table, and within the context of limited future enrolment growth, please identify 3-5 specific program areas that you plan to build upon to further enhance your institution's identified strengths and provide a rationale for each.

This information will be used to inform SMA discussions about existing and proposed areas of program strength. It will also assist the ministry and the Strategic Mandate Advisor in seeing alignments between institutional strengths, planning and program offerings.

Information outlined is not meant to be an exhaustive list of programs offerings.

Current Areas of Program Strength

Please identify up to 10 areas of program strength for your institution. Please describe the rationale used to select these programs. This information will assist in establishing current program-ming strengths and areas of expertise.

Institutional Program Strengths (maximum 10)		
Program Area (for example, Occupational Cluster)	Total Full-time Head-count (Eligible) (2012-13)	Rationale
Natural Resources and Environmental Sciences	1,440	Fleming's School of Environmental & Natural Resource Sciences is unique in Ontario. With over 40% market share, the school offers 30 programs fundamental to natural resources management and environmental stewardship that attract students from across Ontario.
Trades & Technology	451	The Kawartha Trades & Technology Centre will open in Fall 2014 to serve as a regional hub for teaching, learning and innovation in trades and technology education.

Healthcare & Support	527	Healthcare has been a core part of Fleming's curriculum since its inception. Peterborough and Lindsay are major regional health centres serving the broader region.
Social Services & Allied Specialties	627	Fleming's School of Community Development and Health serves as a key resource to social service organizations in the region.
Arts & Heritage	140	Since 1967, Fleming's Haliburton School of The Arts has helped define Haliburton county as a centre for the arts through full-time programs and the 2,500 people who annually attend week-long or weekend part-time programs.
Law & Justice	776	Fleming has a well-established reputation in Law & Justice programs with core programming that includes Police Foundations and Paralegal in addition to unique programs such as Customs Border Services and Computer Security and Investigation.
Tourism & Hospitality	204	The region's labour force requirements for hospitality and tourism graduates are served by Fleming's well-established program portfolio.
General Arts & Sciences	295	General Arts & Sciences, Academic Upgrading and our Community Integration Through Co-operative Education programs are core to the mission to provide access to the widest possible range of learners in our region.
Biotechnology/Forensics	117	Fleming was one of the first colleges to offer a Biotechnology/Forensics program. It is a unique program serving employers across many industries and attracts local, regional and international students.

Proposed Areas of Program Strength

Within the context of limited enrolment growth, please identify 3-5 program areas that will be a strategic focus in the next three years. Please be specific when describing your rationale for focusing on these areas.

Programs for Growth or to be Established (maximum 5)				
Program Area (for, example, Occupational Cluster)	Total Full-time Headcount (Eligible) # (2016-17)	Target Total Full-time Headcount (Eligible) as a proportion of institutional Total Full-time Headcount (Eligible) % (2016-17)	Planned New or Expanded Programs (including credential level)	Rationale
Natural Resources and Environmental Sciences	1,600	28%	<p>New Pest Management Graduate Certificate</p> <p>New Advanced Water Operations Graduate Certificate</p> <p>Further expansion of natural resources and environmental programs</p>	<p>New program area to leverage current expertise and meet industry void and employer needs.</p> <p>Leverage synergies with the CAWT and meet labour market demands.</p>
Trades & Technology	650	12%	<p>New 2-year Welding & Fabrication Technician and Carpentry Techniques Diploma programs</p> <p>New Aircraft Interior Techniques Certificate</p> <p>3 new programs in electro-mechanical and civil engineering</p>	<p>Expansion of current certificate programs to include Diploma option for students to acquire additional skills and certifications.</p> <p>Address emerging labour market demand for qualified technicians to serve businesses based at the newly expanded Peterborough Airport</p>

<p>Healthcare & Support</p>	<p>580</p>	<p>11%</p>	<p>New Retail Pharmacy Assistant Certificate Program</p> <p>New Gerontology Multi-disciplinary Graduate Certificate</p> <p>Re-launch Health Information Management Diploma program.</p>	<p>Support the local need for health care services, in particular those related to Peterborough's large segment of seniors.</p>
<p>Arts & Heritage</p>	<p>180</p>	<p>3%</p>	<p>New Programs:</p> <p>Studio Process Advancement – Post Graduate Certificate</p> <p>Integrated Design – Diploma Program</p> <p>Graphic Design – Diploma Program</p>	<p>Expanding the programming for the Haliburton School of The Arts to meet student demand for design-oriented programs to supplement the arts-based portfolio.</p>

Appendix 2

College Strategic Enrolment Projections - Table 1 Baseline Eligible and Ineligible

Eligible Students									
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Certificate/ Diploma	5608	5693	5296	5414	5420	5430	5400	5340	5240
Degree	0	0	0	0	0	0	0	0	0
Total Eligible Full-time Headcount	5608	5693	5296	5414	5420	5430	5400	5340	5240

Ineligible Students									
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Certificate/Diploma	404	297	519	432	450	467	497	522	547
Degree	0	0	0	0	0	0	0	0	0
Total Ineligible Full-time Headcount	404	297	519	432	450	467	497	522	547
International	18	54	204	251	275	300	325	350	375
Coop	11	14	152	0	5	5	10	10	10
Second Career	375	229	163	159	150	140	140	140	140
WSIB				3	5	7	7	7	7
CODA				19	15	15	15	15	15
Total Eligible and Ineligible	6012	5990	5815	5846	5870	5897	5897	5862	5787
					0.50%	0.50%	0.00%	-0.60%	-1.20%

College Strategic Enrolment Projections Table 2 Projected Eligible and Ineligible

Eligible Students									
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Certificate/Diploma	5608	5693	5296	5414	5475	5550	5650	5675	5675
Degree	0	0	0	0	0	0	0	0	0
Total Eligible Full-time Headcount	5608	5693	5296	5414	5475	5550	5650	5675	5675

Ineligible Students									
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Certificate/Diploma	404	297	519	432	500	602	692	707	732
Degree	0	0	0	0	0	0	0	0	0
Total Ineligible Full-time Headcount	404	297	519	432	500	602	692	707	732
International	18	54	204	251	325	425	500	525	550
Coop	11	14	152	0	5	5	20	20	20
Second Career	375	229	163	159	150	150	150	140	140
WSIB				3	5	7	7	7	7
CODA				19	15	15	15	15	15
Total Eligible and Ineligible	6012	5990	5815	5846	5975	6152	6342	6382	6407
					2.20%	3.00%	3.10%	0.60%	0.40%

Assumes 3 outstanding program approvals submitted to the Ministry are approved in January 2014.

Assumes 4 new program approvals in each of 15/16, 16/17, and 17/18 and two new program approvals in 18/19.

Assumes that to maintain currency and relevancy, ongoing refreshing of the program mix will be key (in later years to maintain stable enrolment)