# Fleming College

## BOARD OF GOVERNORS PUBLIC MEETING
**Wednesday, May 1, 2013**
**3:00 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 | A = Approve   R = Receive   I = Information |
|---|---|---|
| | **1. Call to Order** | |
| | **2. Welcome and Introduction of Guests** | |
| 3 min | **3. Agenda** | Pgs 1-2 |
| | - modifications / additions / deletions; motion to approve as circulated or amended | |
| | **4. Conflict of Interest Declaration** | |
| | **5. Unanimous Consent Agenda** | Pgs 3-32 |

*The following items/recommendations have been identified as part of 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)*

A   5.1   Minutes of the March 27, 2013 public meeting of the Board
A   5.2   Policy Review
     a) Information and Communications Technology Appropriate Use Policy, Policy #6-601
     b) Program Advisory Committees, Policy #2-202
     c) Curriculum Renewal and Program Review, Policy #2-207
     d) Curricular and Instructional Innovation, Policy #2-211
R   5.3   Activities of the Board Committees for the month of April 2013

| Est. Time | Item | |
|---|---|---|
| 15 min | ==**6. Risk Management**== | |
| | ==*Governors Kloosterman, Stanford and Ross attended the Risk Management Symposium on April 23, 2013, offered through the College Centre of Board Excellence. Their feedback will lead a discussion on a formal process at Fleming.*== | |
| 5 min | **7. Reports** | *Information* |

    7.1   Board Chair *(verbal)*     A written report is appended to this agenda package.
    7.2   a) President *(verbal)*
        b) College Activity

*An expanded report, covering the March 21 through May 22, 2013 timeframe, will be provided in the May meeting package.*

    7.3   Liaison Governor:   President's Advisory Council, meeting held April 18, 2013

    7.4   "Connecting with Our Communities"
        *This is a roundtable opportunity for Governors to comment on events they have attended and/or debrief on a recent event.*

| Est. Time | Item | |
|---|---|---|
| 5 min | **8. Business Arising from Previous Meetings** | |
| | I   8.1   KTTC Construction Progress Report *(enclosed)* | Pgs 33-34 |

60 min **9. New Business / Board Decision Items**

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

**11. Adjournment** approx. 4:30 p.m.

## UNANIMOUS CONSENT AGENDA

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

| Action Required<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (motion required) | **THAT the Board of Governors of Sir Sandford Fleming College, by unanimous consent,**<br><br>*approve* **the**<br><br>**5.1  minutes of the March 27, 2013 public meeting of the Board;**<br><br>**5.2  revised College Policies:**<br>**a)  Information and Communications Technology Appropriate Use Policy, Policy #6-601,**<br>**b)  Program Advisory Committees, Policy #2-202**<br>**c)  Curriculum Renewal and Program Review, Policy #2-207**<br>**d)  Curricular and Instructional Innovation, Policy #2-211**<br><br>**and** *receive, for information*, **the**<br><br>**5.3  Report on the Activities of the Board Committees for the month of April 2013**<br><br>**as circulated.** |
|---|---|
| **Prepared by** | Board Office |

Fleming College

## BOARD OF GOVERNORS
## Public *(Open Session)* Meeting
**Wednesday, March 27, 2013**
**Cobourg Campus, Room #321**
**Cobourg, ON**

# M I N U T E S

**Present:**   Mr. Astell, Mr. Degeer, Dr. Dockstator, Mr. Gulston, Ms. Kerrigan, Ms. Kloosterman, Ms. Maki, Mr. McLean (Board Chair), Mr. Nesbitt, Ms. Ross, Mr. Sexton, Ms. Shill, Ms. Sutcliffe-Geens, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets:   Mr. Mackle, Ms. Merrett, Mr. Stanford.

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

*Guests*
Item 8:   Ms. Keri Gray, Executive Director – Alderville Learning Centre;
Mr. Brian Peterson, Continuous Improvement Manager – Weetabix.

Media:   Ms. Karen Longwell, Northumberland News; Mr. Greg McCullough, Star 93.3.

Staff:   Ms. Laura Copeland, College Communications;
Dr. Jim Drennan, Dean – School of Justice and Business; Ms. Deborah Clifford, Manager – Cobourg Campus; Ms. Karen Foster, Operations Officer.

## 1.  Call to Order
The Chair brought the meeting to order at 4:03 p.m.

## 2.  Introductions
The Chair introduced guests in attendance and extended a warm welcome on behalf of the Board.

## 3.  Agenda
To facilitate the flow of presentations, the Chair requested a modification to the published agenda, namely to have the panel presentation (listed as item 8) follow the educational presentation (listed as item 6).

BoG March27-2013 #1
    Moved and Seconded by Ms. Ross and Mr. Sexton
    **THAT the agenda be approved, as amended.**

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 March27-2013 #2

Moved and Seconded by Ms. Maki and Mr. Gulston

**THAT the Board of Governors of Sir Sandford Fleming College approve the**
• **minutes of the February 23, 2013 public meeting;**

**and receive, for information, the**
• **Report on the Activities of the Board Committees for the month of March 2013;**
• **Meeting Summaries for the *Pre-Service Firefighter Education and Training* (January 21, 2013) and *Law Clerk/Paralegal* (February 20) Program Advisory Committees and updated schedule of Advisory Committee meetings; and the**
• **Index of Correspondence for the February/March 2013 timeframe,**

**as circulated.**

<u>Carried</u>

## 6.  Education of the Board:  Cobourg Campus

Referencing the Report provided in the materials, Ms. Clifford provided highlights of the activities of the Campus for the past year, with emphasis on customized training programs.  The PEAK Leadership program has received significant interest from other organizations as has the newly-developed Manufacturing Operations training program.  Both programs provide opportunity for growth.

## 7.  Reports

7.1 Highlights of the <u>Chair's Report</u> included a reminder that the April Board meeting would be held on May 1 in Peterborough.  Referencing the list of 2013 Convocation ceremonies attached to the report, the Chair encouraged Governor participation.

Governors Kerrigan, Kloosterman, Sexton and Stanford have completed the requirements of the *"Good Governance Certificate"* under the system-wide Board Excellence Certificate Program. Certificates were presented to the three Governors in attendance.

7.2 (a) Highlights of the <u>President's Report</u> included a summary of the recent Committee of Presidents meeting.  The federal budget identified skills training as a high priority, which is good news as construction of the Kawartha Trades and Technology Centre moves forward; the budget also referenced Fleming College's Centre for Alternative Wastewater Treatment as a success story of innovative partnerships between colleges and communities.

(b) The <u>College Activity Report</u> was referenced, for information.

7.3 *Liaison Governors*:  Each semester, the <u>President's Advisory Council</u> hosts an open forum with a specific focus; for the March 21 meeting, a panel of four students from the Frost Campus responded to three questions:  how each discovered the Frost Campus and their geographic point of origin; their experience at Fleming both academically and socially; and their plans upon graduation.

7.4 "<u>Connecting with Our Communities</u>":  Members were provided with an opportunity for general comments on events attended since the last meeting.  Governor Ross referenced the signing event to launch the partnership between Fleming's School of Environmental and Natural Resource Sciences and Atomic Energy of Canada Limited through the Port Hope Area Initiative.

Dr. Tilly attended the recent Greater Peterborough Chamber of Commerce "Power Hour", and shared with the Board that a number of attendees expressed appreciation to the College on a number of fronts.

7.5 <u>Report from the In-Camera Meeting</u>:  Nothing to report.

## 8.  Building Community Success

One of the Board objectives is to broaden the emphasis on building community success; leaders in key sectors are invited to share their perspective on industry trends, plans and priorities that could involve the College more extensively.

Contract training and manufacturing needs in Northumberland County was the focus of today's generative discussion, represented by Ms. Gray from the Alderville Learning Centre and Mr. Peterson from Weetabix.

With respect to training, Weetabix's investment in staff allowed the company to remain competitive in the current market.  The first cohort is participating in a customized on-site program designed to improve technical skills, and a second program is planned.  The College's response to bring training to the community benefited Alderville, with many graduates of the solar skills and maintenance program locally employed.  A proposal for on-site delivery of a welding program is in the final stages.

## 9.  Business Arising from Previous Meetings

9.1 A progress report on the KTTC Construction Project was referenced.  The project remains on track for classes commencing in September 2014 and on budget.  Staff and neighbours will be advised that a delivery of structural steel to the site on April 1 will reduce the Brealey Drive entrance to one lane for most of the day.

## 10. New Business / Board Decision Items

10.1 Centre for Alternative Wastewater Treatment (CAWT) Lab Expansion:  Presented by Governor Degeer on behalf of the Finance and Property Committee, the expansion will provide an additional 1,800 square feet of space.

BoG March27-2013 #3

> Moved and Seconded by Mr. Degeer and Mr. Sexton
> **THAT the Board of Governors of Sir Sandford Fleming College award the Centre for Alternative Wastewater Treatment Lab Expansion to *Twin Contracting* of Richmond Hill, ON for the amount of $766,600.00 plus HST.**

Carried

10.2 The Fleming College Expenses Directive was implemented in April 2011 and recently reviewed.  Governor Degeer noted minor adjustments to the directive, with the most significant changes to meal rates, retirement receptions held at the College, and clarification of roles and responsibilities.

BoG March27-2013 #4

> Moved and Seconded by Mr. Degeer and Ms. Sutcliffe-Geens
> **THAT the Board of Governors of Sir Sandford Fleming College adopt the meal expense reimbursement framework included in the Treasury Board of Canada Travel Directive, for implementation April 1, 2013.**

Carried

The Treasury Board of Canada's rates are reviewed and reset every six months and, therefore, reflect a reasonable cost of meals while travelling.  The rates effective April 1, 2013 are $15.65 for breakfast, $15.15 for lunch and $41.75 for dinner.

## 11. Other Business: None brought forward.

**12. Private Session:** The Chair thanked the guests and Senior Administration for their attendance at the public meeting. The Board then moved into a private session at 5:00 p.m.

**13. ADJOURNMENT OF MEETING** at 5:15 p.m. by Mr. Nesbitt and Mr. Astell.

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Information and Communications Technology Appropriate Use Policy#6-601*
**SUBMITTED BY:** Dr. Angel, Chief Information Officer

### SOURCE
• Policy review process
• Executive Leaders Team, meeting of March 12, 2013

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | An *Information Technology Appropriate Use Policy* was established in 1999. It was created, with extensive consultation with the college community and legal counsel, in response to the increase in Internet usage and email activity.<br><br>A number of changes to the operating procedure under the policy are driven by external requirements; for example, the FOI Commissioner requested a stronger security statement and this is reflected in Section 2.1, and Section 1.1 was revised to clarify the practice based on feedback received during the review process.<br><br>The document has been vetted through legal counsel. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #6-601*, Information and Communications Technology Appropriate Use Policy*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | As part of the review process, the policy has been transferred into the new format (attached). For ease of review, revisions are indicated by strikethrough and highlighted text. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | None identified. |
| **Prepared by** | Chief Information Officer, Board Office |

| Policy # 6-601 Information and Communications Technology (ICT) Appropriate Use Policy | |
|---|---|
| Classification: *Section 6 – Information Technology Services* | |
| Approved by: Board of Governors | Date: *May 1, 2013 – Tentative* |
| Replaces: # 6-601 (BoG Sept 1, 1999 #9) | |
| Next Policy Review: 2018 | Responsibility*: Executive Leaders Team* |

## Policy Statement

This policy provides a framework for the appropriate use of Information and Communications Technology (ICT) services/resources/equipment and facilities at Fleming College. Individuals using ICT services/resources/equipment and facilities at Fleming College are responsible for reading, understanding, and observing this policy.

## Purpose

This policy balances the need for a high level of access, flexibility and protection of privacy for users, with the need for a framework that provides Information Technology staff and the College with the ability to respond to alleged policy violations as they arise and to protect institutional interests.

## Scope

This policy applies to everyone with a Fleming College IT Network user account.

It is the responsibility of the Chief Information Officer to see that this policy is properly enforced and to maintain its currency. He or she draws the authority for this from the Board Policy on "Information and Communications Technology Appropriate Use Policy #6-601, revised November 26, 2008. The primary office of responsibility for this policy is the Chief Information Officer.

## Definitions

**AUP**: Appropriate Use Policy

**CIO**: Chief Information Officer

**ICT**: Information and Communications Technology; it includes software and systems used for academic delivery and administrative purposes either hosted at college facilities or in third party premises, all of the information stored in systems, computing devices and associated peripherals, VoIP communications network and wireless infrastructure and related equipment, facsimile machines, scanners, telephones, wireless devices, digital storage media, video and other multimedia devices.

## General Principles

Fleming College is committed to ensuring a working and learning environment in which all ICT users have the responsibility to respect the physical and emotional well-being, and the sense of personal worth and dignity of others in the college community, as well as promoting the responsible and ethical use of college resources.

ICT services and resources provided at Fleming College are intended for teaching, research, and administrative purposes.

Use of ICT is governed by all applicable College policies, including Harassment and Discrimination Prevention, Freedom of Information and Protection of Privacy (Bill 34), Software Copyright, Student Rights and Responsibilities, Residence-Reznet guidelines, as well as by all applicable Canadian federal, provincial and local laws and statutes, including the Criminal Code of Canada and the

Ontario Human Rights Code.  These are supplemented by various rules and guidelines adopted in specific academic and administrative units.


## Operating Procedure

### 1.0 ICT AND COMMUNICATION

1.1 <u>Confidentiality</u>

The College believes that each individual has a right to privacy. No person, regardless of status may view or change or remove another user's electronic files or data without the user's permission, whether the material exists on a shared computer, network media or on a user's personal media.

The College ICT Network is provided for the use of authorized persons, but remains the property, and within the control of Fleming College. The use of this business and educational system for personal reasons is a privilege.  The College believes that each individual has a right to privacy. No person, regardless of status may view or change or remove another user's electronic files or data without the user's permission, whether the material exists on a shared computer, network media or on a user's personal media.  Exceptions to user privacy exist where there is a just and reasonable belief that this appropriate use policy is being violated, or when either accidentally or intentionally malicious software has been introduced into the ICT Network that could cause potential damage or inhibit the work of others. In these cases Information Technology staff or other authorized persons may access, examine, remove or otherwise process data in response to events.  By using a password protected account, users are not anonymous and deleted user data may be retrieved and/or restored from system backups. Exceptions to user privacy and subsequent access to user data exists as follows:

- To engage in technical maintenance repair and management
- To meet a legal requirement to produce information, including by e-discovery
- To ensure continuity of work (e.g. employee is sick or injured and work needs to be retrieved)
- To prevent misconduct and ensure compliance with the law

In such cases access to personal data shall only be given with due diligence of requesting such access via the CIO or in their absence a delegated authority.

Note: non-personal information such as IP address may be used to investigate and understand the system usage patterns, and/or functionality

1.2 <u>Pornography, Hate Literature, and Cyber-bullying</u>

ICT resources are not to be used to create, transmit, store or copy information that is threatening, harassing, illegal or incites hate.

1.3 <u>E Mail Communications</u>

The College Harassment and Discrimination Prevention and Student Rights and Responsibilities policies pertain to these communication media.

1.4 <u>Web/Internet Communications</u>

Complaints about threatening, harassing, or illegal content or content that incites hate, that is created, transmitted, stored or copied using Fleming ICT resources and distributed on the Internet or any other external system, will be investigated as possible violations of the Appropriate Use Policy.  This includes content that could be considered defamatory or damaging to the institution's public image.

1.5 <u>Network Printing, Scanning, Fax and VoIP Voice Communications</u>
These devices are considered communication media, and as such, all relevant policies and procedures will apply to them.  Communication using the VoIP phone system is part of the ICT Network and thus the Appropriate Use Policy applies.

## 2.0 SECURITY

2.1 <u>User Account Security</u>
Every user of the Fleming ICT network and facilities has a responsibility to ensure the security of the network, information, data and resources.  It is the responsibility of the individual user to maintain the security of her/his account by choosing a secure password, not disclosing/sharing passwords and to take reasonable steps to prevent unauthorized access. <mark>Users are expected to change their initial default password to a confidential, secure password.</mark>  Employees are required to report instances where they become aware of any unauthorized use of ICT.

Information Technology staff will disable an account if there is some indication that the security of the account or network has been breached.

2.2 <u>Network Security</u>
Information Technology Services staff are the only staff authorized to plug devices into the Fleming ICT network.  Special requests for one-time unique connections that require unique or special configuration must be approved by Information Technology Services.   Information Technology Services staff will only interconnect physical network drops which have been provisioned through the formal process of adding/ moving infrastructure to the Fleming ICT Network.  Wireless access to the Network will be provisioned through formal processes developed and maintained by the Information Technology Services Department that meet the needs of the user and maintain network security.  The Information Technology Services Department also has the right to terminate any process when deemed necessary, in order to maintain network system integrity.

2.3 <u>Information and Data Security on Portable ICT Devices</u>
Fleming employees should avoid copying and transporting college data on portable storage devices, in particular data which contains personal information.  If a user has to copy and transport college data, the individual employee has a responsibility to ensure that any college information and data stored on portable devices including, but not limited to laptops, notebooks, PDAs, USB keys, and external digital storage devices de-identifies personal information, is encrypted and secure at all times.

Upon disposal of the portable device the user is to ensure that any copied data on the device must be deleted or erased as soon as it is no longer needed, using appropriate measures to prevent unauthorized access to college information.

2.4 <u>Viruses</u>
Individuals are responsible for any damage to their work, data and files due to viruses they have introduced, either intentionally or unintentionally.  The College is not responsible for any work, files or data which are lost, damaged and/or destroyed due to viruses introduced onto the network.

2.5 <u>Spam</u>
Production or facilitation of Spam is a violation of this Appropriate Use Policy.

2.6 <u>Firewall</u>
Network Firewalls are provisioned for the protection of all users and deliberate attempts by any user to bypass the normal operation of the firewall or Intrusion Detection and Prevention Systems by either technical or physical means is a violation of the Appropriate Use Policy.

Users should be aware that during the regular course of carrying out their duties, Information Technology staff may from time to time inadvertently view the content of data packets leaving or entering the college network via the firewall.

2.7 <u>Remote Access to Fleming College Network</u>
Once a user accesses the Fleming ICT network remotely, this Appropriate Use Policy applies to their usage.

## 3.0 PHYSICAL FACILITIES SECURITY

ICT equipment is the property of the College. No person or persons will, by any willful or deliberate act, jeopardize the integrity of ICT equipment, systems software programs or other stored information and data. Any action or attempt by a user to subvert or disrupt the functioning of any ICT equipment is prohibited.

## 4.0 SOFTWARE SECURITY

Software and personal files are intellectual property and thus are subject to copyright law. Installation and/or extraction of software on the Fleming ICT Network are subject to the applicable software license. The College will assist any software supplier with just cause, to prosecute any individual violating software copyright laws. It is the responsibility of users to familiarize themselves with their responsibilities and limitations under each End User License Agreement (EULA).

Users must not attempt to:
   i)   Access and use software belonging to or licensed to other users or to Fleming College without proper authorization to do so.

   ii)  Move or copy programs, subroutines and any other forms of software from one computing system to another without proper authorization.

   iii) Install or use software on the Fleming ICT Network for which the user does not have authorization under the EULA.

   iv)  Distribute, sell or otherwise make available software when such activity is prohibited by the license agreement for that software.

   v)   Access data or information stored on College-owned computers without the permission of the owner or custodian of that information.

## 5.0 FLEMING COLLEGE ICT INFRASTRUCTURE SUPPORTED WEBSITES

Employee and student information is protected under the Freedom of Information and Protection of Privacy Act. When posting materials that could be accessed via the Portal or external website, authors will comply with FOI and copyright requirements along with college approved design standards.

## 6.0 ICT SOFTWARE/HARDWARE ACQUISITION

All ICT purchases for the College must be coordinated with the Information Technology Department. All ICT resources acquired by the College are the property of the College and will be operated, maintained and administered by the College to maximize its benefits.

**7.0 ACTIONS TO BE TAKEN ONCE A POTENTIAL AUP VIOLATION HAS BEEN REPORTED**

1) The CIO or designate confirms that there is a real or potential violation of the AUP.

2) Through phone or email a request is made to the appropriate IT staff to immediately disable access to the user's account.  If the request is made via the phone it must be followed up by a documented request by email within 12 hours. The user account will be flagged and an AUP violation number is created. The AUP violation log is updated to include:
   - AUP violation number
   - Date and time of reported violation
   - Person reporting the violation
   - A brief description of the user behaviour or reason that lead to the suspicion or allegation of violation.
   - Any other information relevant to the specific incident.

3) A copy of all activity (fata, files, nrowser history, login history, desktop activity) associated with the account is produced and stored in an alternate, secure location.

4) In the case of an alleged employee AUP violation the supervisor will be contacted.

5) In the case of an alleged student AUP violation the procedures through the Student Rights and Responsibilities Policy will be invoked.

**8.0 RESPONSIBILITIES**

8.1 Individual Users
   Responsible use of ICT services and facilities require that users:

i) Respect the legal protection provided by copyright and license to programs and data.
ii) Respect the rights of others by complying with copyright laws regarding intellectual property.
iii) Respect the rights of others by complying with the College's Harassment & Discrimination Prevention Policy.
iv) Respect the rights of others by preserving the privacy of personal data to which they have access.
v) Respect the integrity of ICT systems and data; for example, by not intentionally developing programs or making use of already existing programs that harass other users, or infiltrate a computer or computing system, and/or damage or alter the software components of a computer or computing system, or gain unauthorized access to other facilities accessible via the network or web.
vi) Use ICT facilities in a manner which is consistent with the ethical principles set forth by the College.
vii) Respect and adhere to any local, provincial or federal law which may govern use of these information and communication technology facilities in Canada. These include, but are not limited to, the Criminal Code of Canada, the Ontario Human Rights Code, the Ontario Freedom of Information and Protection of Privacy Act.
viii) Must not attempt unauthorized access to ICT installations outside of Fleming College using Fleming's ICT facilities.
ix) Use ICT resources at all times in a manner that is consistent with the College's best interests, this Policy and all applicable laws.

8.2 Chief Information Officer or Designate
   Serves as the College ICT Complaints and Hearing Officer and ensures that any inappropriate use of the Fleming ICT is dealt within a timely and efficient manner.

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8.3 <u>Director, Information Technology or Designate</u>
   Responsible for reviewing all ICT based technology plans and proposals to ensure that they are compliant with international standards and ICT principles established at Fleming College, and that they can subsequently be implemented.

~~9.0 AUTHORITY~~
~~It is the responsibility of the Chief Information Officer to see that this policy is properly enforced and to maintain its currency.  He or she draws the authority for this from the Board Policy on "Information and Communications Technology Appropriate Use Policy #6-601, revised November 26, 2008.~~

**Related Documents**
• *Harassment and Discrimination Prevention,* Policy #3-311
• *Student Rights and Responsibilities,* Policy #5-506
• Freedom of Information and Protection of Privacy legislation
• Software Copyright
• Residence Reznet Guidelines

**Appendices**
N/A

**Monitoring of Operating Procedure**
Next Review:  *2016*
Responsibility of:  *Chief Information Officer*

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Program Advisory Committees Policy # 2-202*
**SUBMITTED BY:** Ms. Heffernan, Director – Centre for Learning and Teaching

### SOURCE
• Regular review process

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• Past history<br>• Other relevant information | College boards are responsible for ensuring that program advisory committees are established. The Minister's Binding Policy Directive – Framework for Programs of Instruction further explains this responsibility: *the board of governors of a college is to ensure that an advisory committee for each program of instruction or cluster of related programs offered at the college is established and is made up of a cross-section of persons external to the college who have a direct interest in and a diversity of experience and expertise related to the particular occupational area addressed by the program. The board of governors is to establish in by-law the structure, terms of reference, and procedures for program advisory committees.*<br><br>This is addressed in Section 39 of By-law 1-102 (June 2011). |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (motion required) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #2-202, *Program Advisory Committees*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | The Advisory Committee policy #2-202 was revised in 2005 to incorporate recommendations from an advisory committee review.<br><br>As part of the most recent review process, the policy has been revised to reflect current language and practices, and transferred into the new format (attached). |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | None identified. |
| **Prepared by** | Centre for Learning and Teaching,  Board Office |

# SIR SANDFORD FLEMING COLLEGE

## POLICY MANUAL

| | |
|---|---|
| **POLICY NUMBER**: 2-202 | **APPROVED BY:** Board of Governors |
| **DATE APPROVED:** April 1992 #6 | **SUPERCEDES:** |
| **Revised**: June 1, 2005 | |
| **SUBJECT: ADVISORY COMMITTEES** | |

In achieving its mission of providing the highest quality education, the College requires continuing guidance to maintain relevance in a steadily-changing social and economic environment. The key to that guidance is an active system of advisory committees.

In order to maintain program relevancy, assist in environmental scanning, and as a check on graduate performance, the College will maintain the use of advisory committees for each academic unit of the College. The College will develop procedures for their operation with consideration for:

- Role of Committee
- Committee Membership
- Terms of appointment
- Procedures for Meetings
- Frequency of Meetings
- Authority

## PROCEDURE: ADVISORY COMMITTEES

Role of Committees

The College asks Advisory Committees for assistance in the following ways:

- Informing the scope, relevance and currency of program curriculum;
- Providing advice on the appropriateness of new programs in relation to employment demands and student needs;
- Defining the body of knowledge, competencies and skills required by graduates;
- Assisting with facility design and determination of equipment requirements for new programs;
- Suggesting opportunities for field placement locations;
- Providing leads on graduate placement opportunities;
- Assisting in equipment acquisition through industry donation or industry partnerships;
- Industry partnerships;
- Promoting the program to prospective students and employers;
- Acquiring industry sponsorship for student awards.

1.0 MEMBERSHIP
    1.1 Invitations to join an Advisory Committee are extended by the Academic Team Leader/Campus Principal on behalf of the President and Board of Governors.

    1.2 Program Advisory Committees should have representation from:
        - Major employer groups
        - Government agencies and regulatory bodies, sectoral councils (e.g. Canadian Council for Human Resources in the Environment Industry (CCHREI), where appropriate.

- Graduates of the program
- Current students within the program
- Other program areas, as appropriate (e.g. Interdisciplinary Studies)
- Membership to be enhanced, where appropriate (e.g. School Board representatives).

Career & Employment Resources staff to be invited to attend meetings, where possible, to enhance the relationship with Advisory Committee members.

Appropriate geographic representation is also recommended, where an industry is regionally specific (e.g. Collections' Conservation & Management). The committee to reflect the diversity of opinion within the industry.

The flexibility to use distinct committees during program development and implementation is encouraged.

1.3    The minimum membership on any committee to be identified as 6 members. (This does not include college employees.)

1.4    The Co-ordinator and Academic Team Leader/Campus Principal are non-voting members of the committee; other faculty members are encouraged to attend as observers.

Current students within the program are full voting members of the committee.

1.5    Once the Academic Team Leader/Campus Principal's invitation to become an Advisory Committee member is accepted, a formal letter of appointment is prepared. The letter will be prepared by Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services, for signature by the President.

Advisory Committee membership database to be updated.

1.6    An *orientation package* will be provided to all new members. Package to outline the responsibilities of the Advisory Committee member (including role of the student) and will include both overall college and program-specific information: "Letters of Welcome" (signed by VPA on behalf of the President & Board of Governors) College Mission; Vision; Organizational Chart; Strategic Direction, challenges facing the college system, as well as course outlines relating to the specific program area. Conflict of Interest statement also to be included.

This information is provided through Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services.

1.7    When a committee member's term is complete, a *Letter of Appreciation* is prepared by Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services, for signature by the President. Advisory Committee membership database to be updated.

2.0    TERMS OF APPOINTMENT
2.1    The term of membership is a minimum of 3 years, once renewable. Key agencies/industries may have standing representation on the committee.

2.2    Committees are structured so that not every term expires at the same time.

3.0    PROCEDURES FOR MEETINGS
3.1    The Academic Team Leader/Campus Principal (or designate) will perform the duties of the Chair for new programs under development. The Chair, an external representative, is elected annually at the end of the first meeting.

3.2    The Chair is responsible for preparing the agenda in consultation with the Program Co-ordinator. Standardized templates for agenda items will include, for example: curriculum

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review; program effectiveness; learning outcomes; marketing strategies; opportunities for graduates. All follow-up items from the previous meeting should be reported on by the individual responsible. Additional items to be raised under "Other Business".

3.3     Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services, are responsible for preparing and distributing the meeting agenda and pertinent information within two (2) weeks of the date of the meeting.

3.4     Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services, are responsible for all meeting logistics (e.g. confirming attendance, booking the meeting room, ordering hospitality, name tags, equipment, etc.) and ensuring that Committee members are reimbursed for reasonable travel expenses incurred for attending meetings, upon submission of receipts and mileage.

3.5     A quorum (majority of committee) is required for an official Advisory Committee meeting.

Note - Technology will be provided to assist individuals when not able to attend a meeting in person, or when it is not possible to convene a meeting of the committee as a whole.

3.6     The Board of Governors is informed of the meeting through the listing of Program Advisory Committee meeting dates provided in Board circulation. Any member of the Board of Governors wishing to attend an Advisory Committee meeting, can request an agenda through the Office of the Vice President Academic.

3.7     Next meeting date is tentatively set by the Committee Chair at the conclusion of each meeting.

3.8     Minutes of the meeting are prepared by Academic Planning & Operations, or appropriate staff at either the Haliburton Campus or Fleming Training Services, and forwarded to the Advisory Committee Chair, for approval, within two (2) weeks. Minutes are then forwarded to the following individuals:

- All members of the committee
- Program faculty
- Academic Team Leader/Campus Principal
- Program Co-ordinator
- Vice-President Academic
- Chair, Academic & Student Affairs Committee

3.9     A list of program advisory committee meetings to be forwarded to the Vice-President's Office twice/year, for inclusion in Board Circulation.

3.10    Advisory Committee members to be invited to attend key College events (Convocation, Academic Awards, campus openings, etc.) - to recognize their valuable contribution to the college, as a whole. Advisory Committees will also be included as key stakeholders in strategic planning processes.

3.11    Periodic assessment of the effectiveness of the advisory committee to occur every 2 – 3 years.

4.0    FREQUENCY OF MEETINGS
4.1     Advisory Committees to meet at least once per year, and more frequently when addressing issues such as program modification or curriculum renewal.

4.2     A tracking system to be maintained by the Office of the Vice-President Academic to ensure that advisory committees meet at least once/year.

If a meeting is not held within a year, the respective Academic Team Leader will consult with the Co-ordinator, Chair of the Committee and provide the Vice-President Academic with rationale.

5.0     COMMUNICATION

     5.1     Program Advisory Committee members to receive pertinent Fleming information (e.g. key press releases, official openings, new initiatives).

     5.2     Academic Team Leader/Campus Principal/ Program Co-ordinator to ensure that advisory committee members are aware of specific program related activity – in particular, when advisory committee has made recommendations to be taken forward to the Academic & Student Affairs Committee, and the Board of Governors.

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# SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

| Policy # 2-202 Program Advisory Committees | |
|---|---|
| Classification: Section 2 – Academic Affairs | |
| Approved by: Board of Governors | Date Approved: *May 1, 2013 Tentative* |
| Replaces: # 2-202 (BoG June 1, 2005 #5) | |
| Next Policy Review: 2018 | Responsibility: Viice-President Academic |

**Policy Statement**

This policy ensures that Fleming College has an active system of Program Advisory Committees.

**Purpose**

This policy is guided by the Ontario Colleges of Applied Arts and Technology Act, 2002 (0.Reg. 34/03). This Act and subsequent Regulation and Binding Policy Directives provide direction for Ontario colleges with regard to quality assurance. The Ministry of Training, Colleges and Universities (MTCU) Minister's Binding Policy Directive – Framework for Programs of Instruction was developed with the following principle:

> A college is best positioned to determine the programs of instruction it should offer based on its own strategic direction and the needs of the community. A college is also best positioned to ensure the ongoing relevance and quality of its programs of instruction.

> The board of governors is to ensure that an advisory committee for each program of instruction or cluster of related programs offered at the college is established and is made up of a cross-section of persons external to the college who have a direct interest in and a diversity of experience and expertise related to the particular occupational area addressed by the program. The board of governors is to establish in by-law the structure, terms of reference, and procedures for program advisory committees'

In accordance with the MTCU Directive, the Board of Governors of Sir Sandford Fleming College (the Board) has directed through By-law that there be an Advisory Committee for each program, or cluster of programs. Program Advisory Committees report to the Board of Governors through its Academic and Student Affairs Committee.

**Scope**

It is the responsibility of the Vice-President Academic to ensure the processes are properly enforced and to monitor adherence to the policy.

**Definitions**

**PAC:** Program Advisory Committee

**General Principles**

1. A college's decision making processes can be made more effective by enabling external stakeholders, students, and college staff to provide advice on matters relating to the development, establishment, delivery and review of its programs of instruction.

2. The College will develop procedures for their operation with consideration for: role; membership, term of appointment; meeting procedures/frequency and authority.

**Operating Procedure**

All procedures, roles and responsibilities are outlined in detail in the document entitled: "*Program Advisory Committee Operating Guidelines/Procedures*".

1. Invitations to join an Advisory Committee are extended by the Dean/Campus Principal on behalf of the President and Board of Governors.

2. Program Advisory Committees should have representation from:
   - Major employer groups; Government agencies and appropriate regulatory bodies or sectoral councils.
   - School Board Representative(s)
   - Students
   - Graduates
   - Other program areas (i.e. General Arts & Sciences)
   - Career & Employment Resources

3. A list of upcoming meetings is provided to the Board of Governors. Board members are encouraged to attend an Advisory Committee meeting as an opportunity to gain further insight into college programs.

4. A report, generated by the Vice-President Academic, shall be provided to the Board on an annual basis.

5. Periodic assessment of the effectiveness of the advisory committee system to occur every two to three years.

**Related Documents**

• Minister's Binding Policy Directive, *Framework for Programs of Instruction*
• By-law 1-102, s39, *Advisory Committees - Programs*
• *Program Advisory Committee Orientation Booklet*
• *Program Advisory Committee Operating Guidelines/Procedures*

**Appendices**

Not applicable

**Monitoring of Operating Procedure**

Next Review: *2016*
Responsibility of: *Vice-President Academic*

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Curriculum Renewal and Program Review Policy # 2-207*
**SUBMITTED BY:** Ms. Heffernan, Director – Centre for Learning and Teaching

### SOURCE
• Regular review process

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• Past history<br>• Other relevant information | The Minister's Binding Policy Directive – Framework for Programs of Instruction, identifies that the board of governors of a college is responsible for ensuring that programs offered by the college are reviewed and revised on an ongoing basis.<br><br>The Board approved a policy on Program Review and Evaluation in May 2002; it was revised, as part of an internal review process, to incorporate an enhanced approach to ensure vibrant curriculum with quality programming. The policy was reviewed and revised in October 2007 as part of the regular review process. |
| **Action Required**<br>• for Information<br>• for Consultation<br>• for Discussion<br>• for Approval (motion required) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #2-207, *Curriculum Renewal and Program Review*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | As part of the most recent review process, the policy has been revised to reflect current language and practices, and transferred into the new format (attached). |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | None identified. |
| **Prepared by** | Centre for Learning and Teaching, Board Office |

**SIR SANDFORD FLEMING COLLEGE**
**POLICY MANUAL**

| | |
|---|---|
| **POLICY NO**. 2-207 | **APPROVED BY**:  Board of Governors |
| **PAGE NO**. 1 of 2 | **SUPERCEDES**: |
| **DATE APPROVED:**  May 1, 2002 #7 | |
| **Revised:**  October 31, 2007 #2 | |
| **SUBJECT:  CURRICULUM RENEWAL AND PROGRAM REVIEW** | |

**POLICY STATEMENT**

Fleming's academic programs will be subject to an ongoing and systematic renewal and review process to ensure their vitality and viability. The two-staged quality assurance process will work as a continuous, integrated cycle consisting of:

    **1.      Curriculum Renewal**

        On an annual basis, all programs will engage in a high level program assessment, to ensure program currency and vitality. Program/curriculum plans will be revised yearly to ensure that the focus on quality is central to program activity. The driving force of this phase is to ensure program vitality. The process will be formative in nature.

    **2.      Program Review**

        Every six years, on a rotating basis, programs will engage in a comprehensive assessment that is extensive and provides a measurement of both the vitality and viability of each program. Program data will be collated, reviewed and assessed against specific criteria. A long term program plan will be designed and serve to guide continuous program improvement.

Programs undergoing Program Review do not engage in Curriculum Renewal that year.

Where an appropriate external accreditation or program audit is required, this may be used in lieu of the Program Review Process, subject to a gap analysis being completed to ensure all necessary elements of the latter are included. Curriculum Renewal will however, be completed annually except in the year of the external audit.

The comprehensiveness of program review for Ontario College certificate, diploma, advanced diploma and degree programs may vary to be aligned with relevant standards (e.g. the Post Secondary Education Assessment Board (PEQAB) requirements for applied degree programs or provincial regulatory requirements for diploma programs).

The responsibility for coordinating and implementing the curriculum renewal and program review processes rests with the Centre for Learning and Teaching. The decision making associated with the outcomes, subject to availability of resources, rests with the VP Academic and the Dean/Principal in the Academic Schools.

The Executive Leadership Team and the Board of Governors will receive regular reports of the curriculum renewal and program review activities.

**PROCEDURE**

1.  Procedures, roles and responsibilities are outlined in detail in the document entitled: *Program Quality Assurance Process: Curriculum Renewal and Program Review.*

2.  An annual report will be prepared by the Dean/Principal and submitted to the VP Academic reflecting the recommendations of the Curriculum Renewal process and the follow-up actions resulting from prior renewal and review processes.

3.  The summary report of each program undergoing a *Program Review* will be prepared by the Dean/Principal and submitted to the VP Academic, including any specific follow-up actions resulting from prior renewal and review processes.

4.  Program(s) undergoing external accreditation will provide a synopsis report to the Dean/Principal and the VP Academic.

5.  The VP Academic will present regular reports of curriculum renewal and program review activities and outcomes to the Academic Planning and Development Committee, the Executive Leadership Team and the Board of Governors.

6.  The VP Academic in collaboration with Dean/Principals will be responsible to make final decisions, subject to the availability of resources, in developing action plans (along with implementation timelines) to respond to recommendations made by the review and renewal reports.

7.  The Dean/Principals are responsible for providing the VP Academic and the Advisory Committee regular reports on the progress of the implementation of the approved action plans.

**REVIEWED**
• Academic Planning and Development Committee – September 2007
• Executive Leaders Team – September 2007
• Academic and Student Affairs Committee – October 3, 2007

| Policy # 2-207 Curriculum Renewal and Program Review | |
|---|---|
| Classification: Section 2 – Academic Affairs | |
| Approved by: Board of Governors | Date: *May 1, 2013 – Tentative* |
| Replaces: # 2-207 (BoG May 1, 2002 #7) | |
| Next Policy Review: 2018 | Responsibility: Vice-President Academic |

### Policy Statement

This policy ensures that Fleming's academic programs will be subject to an ongoing and systematic renewal and review process to ensure their vitality and viability. The two-staged quality assurance process will work as a continuous, integrated cycle consisting of an annual Curriculum Renewal for each program and a comprehensive Program Review, every five years.

### Purpose

This policy is guided by the Ontario Colleges of Applied Arts and Technology Act, 2002 (O. Reg. 34/03). This Act and subsequent Regulation and Binding Policy Directives provide direction for Ontario colleges with regard to quality assurance.

The Ministry of Training, Colleges and Universities (MTCU) Minister's Binding Policy Directive – Framework for Programs of Instruction was developed with the following principle*:*

> *'A college is best positioned to determine the programs of instruction it should offer based on its own strategic direction and the needs of its community. A college is also best positioned to ensure the ongoing relevance and quality of its programs of instruction'.*

The policy directive continues to clearly state that given this increased autonomy, "Colleges are to establish mechanisms for the review of their programs of instruction to ensure ongoing quality, relevancy and currency."

Fleming College adheres to the binding policy directive and has established a formal approach for program review to be completed at least every five years and curriculum renewal to be completed annually.

Where an appropriate external accreditation or program audit is required, this may be used in lieu of the Program Review Process, subject to a gap analysis being completed to ensure all necessary elements of the latter are included.

The comprehensiveness of program review for programs awarding Ontario College credentials may vary to be aligned with relevant standards (e.g. the Post Secondary Education Quality Assessment Board (PEQAB) requirements for applied degree programs or provincial regulatory requirements for diploma programs).

### Scope

This policy applies to all Ontario College certificate, diploma, advanced diploma, graduate certificate and degree programs offered in whole or in part by Fleming College.

It is the responsibility of the Vice-President Academic to ensure adherence to the policy.

### Definitions

**MTCU:** Ministry of Training, Colleges and Universities

**PEQAB:** Postsecondary Education Quality Assessment Board

## General Principles

The responsibility for coordinating and implementing the curriculum renewal and program review processes rests with the Centre for Learning and Teaching. The decision making associated with the outcomes, subject to availability of resources, rests with the VP Academic and the Dean/Principal in the Academic Schools. The sequence of renewal and review is as follows:

1. **Curriculum Renewal**

   On an annual basis, all programs will engage in a high level program assessment, to ensure program currency and vitality. Program/curriculum plans will be revised yearly to ensure that the focus on quality is central to program activity. The driving force of this phase is to ensure program vitality. The process will be formative in nature.

2. **Program Review**

   Every five years, on a rotating basis, programs will engage in a comprehensive assessment that is extensive and provides a measurement of both the vitality <u>and</u> viability of each program. Program data will be collated, reviewed and assessed against specific criteria. A long term program plan will be designed and serve to guide continuous program improvement.

The Executive Leaders Team and the Board of Governors will receive regular reports of the curriculum renewal and program review activities.

## Operating Procedure

1. All procedures, key roles and responsibilities are outlined in detail in the document entitled: *Program Quality Assurance Process*: *Curriculum Renewal and Program Review.*

2. Program(s) undergoing external accreditation will provide a summary report to the Dean/Principal and the VP Academic.

3. The Dean of each academic school will present regular reports of curriculum renewal and program review activities and outcomes to the Academic Planning and Development Committee, the Executive Leadership Team and the Board of Governors.

4. The Vice-President Academic in collaboration with Dean/Principals will be responsible to make final decisions, subject to the availability of resources, in developing action plans (along with implementation timelines) to respond to recommendations made by the review and renewal reports.

5. The Dean/Principals are responsible for providing the VP Academic and the Program Advisory Committee regular reports on the progress of the implementation of the approved action plans.

## Related Documents

- *Program Quality Assurance,* Policy #2-213
- Ministry of Training Colleges and Universities:  Minister's Binding Policy Directive, *Framework for Programs of Instruction*  http://www.accc.ca/ftp/es-ce/MTCUCollegeFramework.pdf
- *Guidelines for the Program Review and Curriculum Renewal* process and templates are located on the Centre for Learning and Teaching Website.  http://flemingclt.ca
- *Ontario College Quality Assurance Service* - http://www.ocqas.org

## Monitoring of Operating Procedure

Next Review: *2016*
Responsibility of:  *Vice-President Academic; Director, Centre for Learning and Teaching*

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## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Curricular and Instructional Innovation Policy # 2-211*
**SUBMITTED BY:** Ms. Heffernan, Director – Centre for Learning and teaching

### SOURCE
• Regular review process

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• Past history<br>• Other relevant information | The Board approved a policy on curricular and instructional innovation in May 2002 along with Policy #2-207, originally entitled Program Review and Evaluation. |
| **Action Required**<br>• for Information<br>• for Consultation<br>• for Discussion<br>• for Approval (motion required) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #2-211, *Curricular and Instructional Innovation*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | As part of the most recent review process, the policy has been revised to reflect current language and practices, and transferred into the new format (attached). |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | None identified. |
| **Prepared by** | Centre for Learning and Teaching,  Board Office |

SIR SANDFORD FLEMING COLLEGE

**POLICY MANUAL**

| | |
|---|---|
| POLICY NO. 2-211 | APPROVED BY: Board of Governors |
| PAGE NO. 1 OF 1 | SUPERCEDES: _____ |
| DATE APPROVED: May 1, 2002 | _____ |

SUBJECT: **Curricular and Instructional Innovation**

Sir Sandford Fleming College is committed to the design, development and delivery of high quality, relevant, applied learning experiences that maximise student learning and success.

To that end, Sir Sandford Fleming College will establish institution wide initiatives and processes that result in course and program creation/modification that inspire learners to engage the future and reach their personal potential in a creative, supportive learning environment.

**PROCEDURE: CURRICULAR AND INSTRUCTIONAL INNOVATION**

The College is committed to supporting a variety of institution wide processes that will ensure the dynamic development and maintenance of courses and programs. These processes include, but are not limited to the following types of activities:

*Research*

Strategies for curriculum development and teaching and learning are informed through active research on trends and innovation in higher education. This includes research on learning, learning theories and cognition, the design of learning environment, appropriate uses of educational technology, distributed learning, and assessment methodologies.

*Use of quality in-house models*

Curriculum and program initiatives are team based, adhering to recognised and approved in-house models and quality standards (curriculum, distributed learning, program development, program review).

*Alignment in planning*

~~The process of project prioritisation and selection is aligned with college strategic directions and resourcing. New program development and curriculum renewal is informed by on-going environmental scanning, the fit with existing college strengths and in response to community and vocational needs.~~

*Dissemination and Support*

~~Models, resources, knowledge dissemination and skill development will be supported through a variety of strategies including direct centre support, online and hard copy publication, in-house professional development initiatives, presentations, listservs, etc. and in the value placed on teaching and learning in professional development plans.~~

*Assessment*

~~The college is committed to outcomes based learning and the assessment of those outcomes through an integrated and appropriate assessment process (e.g. authentic, situation activity, capstone courses, applied projects).~~

~~Programs and curriculum are evaluated through the use of a variety of formal and informal assessment tools including course evaluation, a two stage program review process, KPI's and responsiveness to feedback from stakeholders such as the student body, K-12 and other partners in higher education, industry representatives, advisory committees and government.~~

**~~Roles and Responsibilities~~**

~~The faculty members in the Centres of Specialisation are primarily responsible for curricular and instructional innovation.~~

~~The Academic Leaders Team, the Program Development and Review Committee, the Academic and Student Affairs Committee of the Board of Governors and the Vice President Academic will be responsible for monitoring policy implementation by faculty members across the college.~~

~~The Bell Institute for Learning Design will provide college wide leadership in researching and supporting all aspects of learning and cognition, curriculum and program design and distributed learning.~~

~~The Fleming Applied Research Committee supports innovation in curriculum design and delivery through seed funding as well as brokering grant submissions to external funding agencies.~~

~~Fleming Data Research and other areas within the SEM Division will provide specific support for in-house data collection and analysis, environmental scanning, demographic trends and other needs related to program development, review and positioning.~~

## SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

| Policy # 2-211  Curriculum and Instructional Innovation | |
|---|---|
| Classification:  Section 2 – Academic Affairs | |
| Approved by:  Board of Governors | Date: *May 1, 2013 – Tentative* |
| Replaces: # 2-207 (BoG May 1, 2002 #7) | |
| Next Policy Review:  2018 | Responsibility:  Vice-President Academic |

### Policy Statement

Sir Sandford Fleming College is committed to the design, development and delivery of high quality, relevant, applied learning experiences that maximize student learning and success.

To that end, Sir Sandford Fleming College will establish institution-wide initiatives and processes that result in course and program creation/modification that inspire learners to engage the future and reach their personal potential in a creative, supportive learning environment.

### Purpose

The purpose of this policy is to promote and advance curricular and instructional innovation.  This policy applies to all staff of Fleming College.

### Scope

It is the responsibility of the Vice-President Academic and the Director of the Centre for Learning and Teaching to ensure the processes are properly enforced; to monitor adherence to the policy; and to interpret the policy.

### Definitions

**KPI:**  Key Performance Indicators

### General Principles

The College is committed to supporting a variety of institution wide processes that will ensure the dynamic development and maintenance of courses and programs. These processes include, but are not limited to the following types of activities:

*Research*
Strategies for curriculum development and teaching and learning are developed through active research on trends and innovation in higher education. This includes research on learning, learning theories and cognition, the design of the learning environment, appropriate uses of educational technology, e-learning, and assessment methodologies.

*Alignment in planning*
The process of project prioritization and selection is aligned with college strategic directions and resourcing. New program development, curriculum renewal and program review is based upon on-going environmental scanning, the fit with existing college strengths and in response to community and vocational needs.

*Dissemination and Support*
Models, resources, knowledge dissemination and skill development will be supported through a variety of strategies including direct centre support, online and hard copy publication, in-house professional development initiatives, presentations, webinars, podcasts, listservs, etc. and in the value placed on teaching and learning in professional development plans.

*Assessment*
The college is committed to outcomes based learning and the assessment of those outcomes through an integrated and appropriate assessment process (e.g. authentic, situation activity, capstone courses, applied projects).

Programs and curriculum are evaluated through the use of a variety of formal and informal assessment tools including course evaluation, annual curriculum renewal and program review every five years.  KPI's and responsiveness to feedback from stakeholders such as the student body, K-12 and other partners in higher education, industry representatives, advisory committees and government.

## Operating Procedure

1. The Deans and Chairs in each of the Schools are primarily responsible to create opportunities and encourage faculty and staff toward curricular and instructional innovation.

2. The Academic Leaders Team, the Academic Planning and Development Committee, and the Vice President Academic will be responsible for monitoring policy implementation.

3. The Centre for Learning and Teaching will provide college wide leadership in researching and supporting all aspects of learning and cognition, curriculum and program design and alternative delivery approaches.

4. Fleming Data Research will provide specific support for in-house data collection and analysis, environmental scanning, demographic trends and other needs related to program development, review and positioning.

## Related Documents

- *Program Quality Assurance,* Policy #2-213
- *Curriculum Renewal and Program Review,* Policy #2-207
- *Faculty Professional Development*, Policy #3-335
- Common Block Development Model

    *The Centre for Learning and Teaching works in partnership with academic schools, departments, faculty members and students, to enhance teaching and learning and to support the implementation of Fleming College's academic strategic priorities.  Resource information for curricular and instructional innovation can be found on the Centre for Learning and Teaching Website.* *http://flemingclt.ca*

## Monitoring of Operating Procedure

Next Review: *2016*
Responsibility of: *Vice-President Academic; Director, Centre for Learning and Teaching*

## REPORT TO THE BOARD OF GOVERNORS

**SUBJECT:** *Activities of the Board Committees*
**PRESENTED BY:** Governor McLean, Chair – Board of Governors

| Background | A report detailing the activities of the Board Committees at meetings held in the month of April 2013. |
|---|---|
| **Action Required**<br>• for Information<br>• for Consultation<br>• for Discussion<br>• for Approval (motion required) | **For information.** |
| **Prepared by** | Board Office |

### Academic and Student Affairs Committee
*Governor Maki – Committee Chair*

The Committee reviewed a proposal for a new program of instruction, an Ontario Graduate Certificate in Hospitality Management and Leadership, and recommended the program for Board approval. Discussions were held to elevate the recognition for those students who have completed the four courses identified as aboriginally-focussed, and the Committee offered support in principle to move from a letter to a "document of recognition" as a means to promote student success in the program.

The Program Quality Assurance Process Audit (PQAPA) will take place on May 14 and 15, 2013. Members received a presentation on risk assessment concerning student mental health issues.

### Finance and Property Committee
*Governor Degeer – Committee Chair*

The Committee reviewed the proposed tuition fees, compulsory ancillary fees, student levied fees and the 2013-2014 financial plan, all items requiring Board approval. A request to use the Peterborough Sport and Wellness Centre Capital Reserve to renovate the men's and women's change rooms at the Centre was reviewed, and recommended for Board approval. Members received an update on progress of construction of the Kawartha Trades and Technology Centre.

### Human Resources Committee
Governor Dockstator – Committee Chair

Fleming recognizes employees through formal awards, part of the Rewards and Recognition program. The Committee reviewed recommendations of the Selection Committees and recommended recipients for Board approval. The names will be publicly announced after all recipients have been contacted.

The Committee reviewed and recommended modest compensation adjustments to non-bargaining unit groups, and received an update on changes required to the policy on Harassment and Discrimination Prevention. The Committee also confirmed its timeline to conduct the final review and evaluation of the President's performance for the year.

### Executive Committee
*Governor Ross – Committee Chair*

The Committee has commenced the external recruitment process for the coming year. Succession planning and building depth at the Board Executive is a priority. An internal election for a faculty representation is necessary. The Committee will continue in its efforts to attract student representatives.

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

**R**EPORT TO THE **B**OARD OF **G**OVERNORS

**SUBJECT:** *Kawartha Trades and Technology Centre – Construction Progress Report*
**PRESENTED BY:** Mr. Baker, Vice-President Finance and Administration

| Background<br>• Purpose of this report/request<br>• History<br>• Other relevant information | A report to inform the Board of Governors on the progress of the construction of the Kawartha Trades and Technology Centre.<br><br>A monthly update is provided to the Finance and Property Committee. |
|---|---|
| Action Required<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For information.** |
| Prepared by | Office of the Vice-President Finance and Facilities |

# KTTC Update 11 April 2013

## Progress to date
### Construction site

| Item | % complete last report (6 Feb 2013) | % complete This report | Projected completion date this report | Projected completion date last report |
|---|---|---|---|---|
| Project Schedule | 9 | 11 | **14 May 2014** | **14 May 2014** |
| Percentage of change order/ contingency expended | 9.81 | | | |
| Main Building | 9 | 11 | 22 May 2014 | 6 May 2014 |
| Building Structure (foundations, slab, floors, framing etc) | 54 | 61 | 26 July 2013 | 11 July 2013 |
| Building Envelope (cement fibre panels, cladding, glazing, roofing , skylights, etc) | 0 | 0 | 17 Sept 2013 | 16 Sept 2013 |
| Interior Wall Construction | 0 | 0 | 27 Dec 2013 | 24 Dec 2013 |
| Finishes | 0 | 0 | 23 Apr 2014 | 7 Apr 2014 |
| Fittings (millwork) | 0 | 0 | 8 Apr 2014 | 31 Mar 2014 |
| Electrical | 0 | 0 | 23 Apr 2014 | 7 Apr 2014 |
| Fire Alarm | 0 | 0 | 11 Mar 2014 | 10 Mar 2014 |
| Mechanical (Plumbing) | 0 | 0 | 1 Apr 2014 | 31 Mar 2014 |
| Mechanical (HVAC) | 0 | 0 | 23 Apr 2014 | 7 Apr 2014 |
| Sprinkler and Fire Protection | 0 | 0 | 23 Apr 2014 | 7 Apr 2014 |
| Exterior work and landscaping | 0 | 0 | 30 May 2014 | 14 May 2014 |
| **Occupation Permit (substantial Performance)** | | | **23 April 2014** | **7 April 2014** |

## Internal Planning
## Contracted Substantial Performance  Date 3 March 2014

| Item | % complete last report | % complete this report | Projected completion date | Projected completion date last report |
|---|---|---|---|---|
| Room allocations and space planning | 95 | 100 | complete | 15 Mar 2013 |
| Equipment lists | 65 | 100 | complete | 15 Mar 2013 |
| Furniture lists | 0 | 0 | 1 Apr 2013 | 1 Apr 2013 |
| Computer layout and rack design | 0 | 0 | 1 June2013 | 1 June2013 |
| Course Scheduling | 0 | 0 | 28 Feb 2014 | 28 Feb 2014 |
| LEAN design | 0 | 0 | 1 Jan 2014 | 1 Jan 2014 |
| LEED Gold Standard | 10 | 10 | 7 Apr 2014 | 7 Apr 2014 |
| Signage | 5 | 15 | 1 Jan 2014 | 1 Jan 2014 |
| Move Planning | 2 | 20 | 1 Mar 2014 | 1 Mar 2014 |
|  |  |  |  |  |

### Risks
1. The final costs for the HRAC and Welding Department changes have not yet been fully calculated. Estimates for these changes could be several hundreds of thousands of dollars.  These changes can be paid for out of the aforementioned contingency.  The impact on the schedule is shown above, however the HRAC issue should no longer affect the schedule and concrete has been poured on first floor.
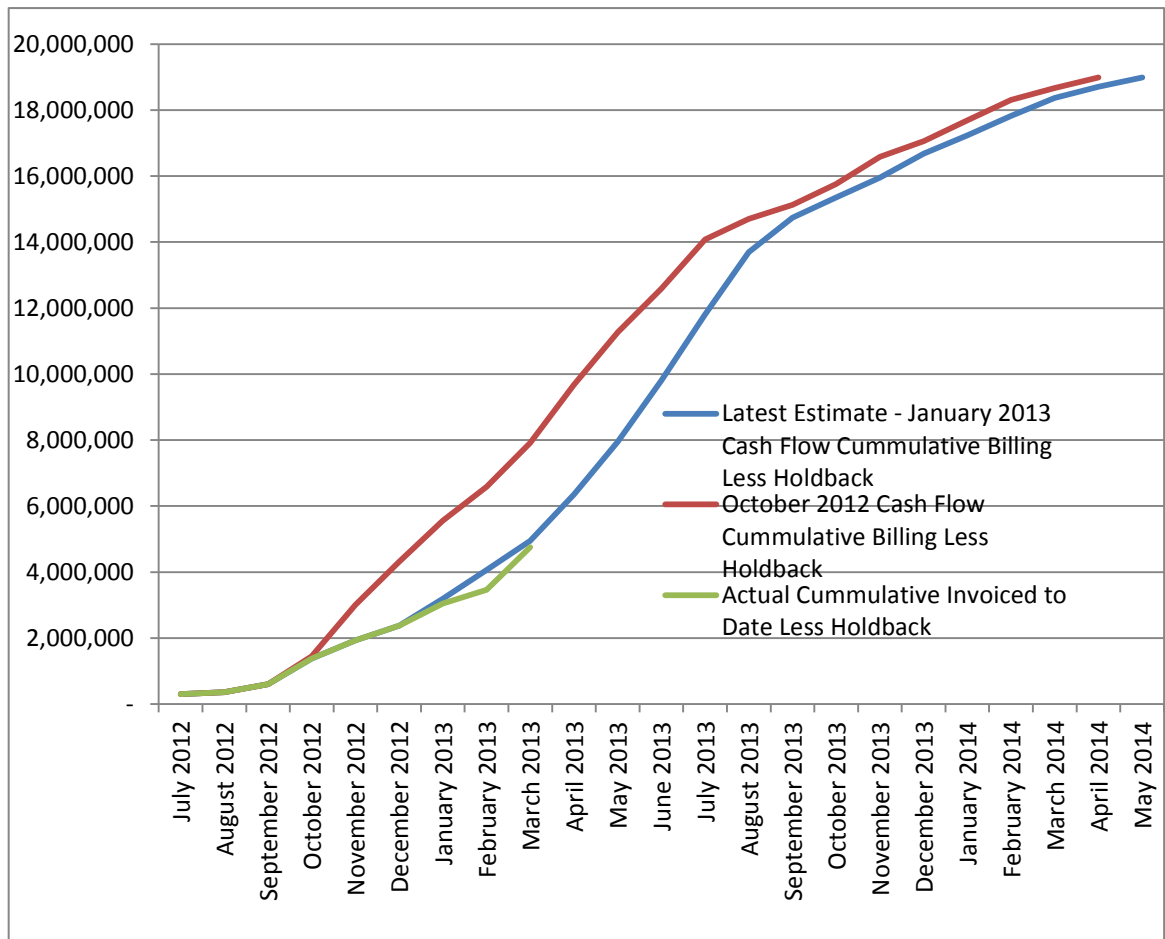
## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *2013-2014 Tuition Fees*
**PRESENTED BY:** Governor Degeer, Chair – Finance and Property Committee

### SOURCE
• Finance and Property Committee, meetings of March 13 and April 17, 2013

| Background | |
|---|---|
| • Purpose of this report/request<br>• History<br>• Other relevant information | The Ontario government announced on March 28, 2013 that it was implementing a new four-year tuition fee framework starting 2013-2014. The average annual tuition fee increase for all students would be capped at 3%. The tuition policy applies to all publicly-funded programs. As with previous frameworks, colleges will be required to report annual tuition fees to the Ministry, and College Presidents will be required to sign-off that the tuition policy has been correctly implemented.<br><br>Technical details from the policy are summarized below. |

| MAXIMUM ALLOWABLE FEE INCREASE | | |
|---|---|---|
| **Program Type** | **Program Year** | |
| | **First Year** | **Continuing Years** |
| **Regular Fee programs** | 3% | Up to 3% |
| **High Demand programs** | Up to 5% | Up to 4% (12/13 program starts)<br>Up to 5% (all future years) |
| **TOTAL TUITION INCREASE** | **3%** | |

Recommendations for tuition for new programs will continue to come forward for Board approval as part of the new program proposals; however they will align with the structure of current programs and the new tuition framework.

**Other Fees**

**International Tuition**
As we develop and grow within the international market, it is critical that we review programs to be competitive with other colleges. Our international fees were the highest in the college system.

| 2012/2013 | System | Fleming | Variance |
|---|---|---|---|
| Average - Standard post-sec. Prog over 18 colleges | $ 11,367 | $ 11,620 | $ 253 |
| Average - High Demand Prog over 13 colleges | $ 12,730 | $ 13,660 | $ 930 |

While the Ministry has introduced a policy that will see a reduction to our base operating grant related to the intake of international students, administration believes we need to limit increases to international fees to stay competitive.

In addition, past policy was to set international fees on the domestic rate and add a premium. This has created a significant administrative burden in maintaining the varying rates and complicated the communications for international agents and students. Administration recommends a more streamlined approach to standardize international tuition.

**Academic Fees** relate to field activities for specific courses within programs and are based on the actual cost of the activity. By policy, academic fees do not include any cost for staff salary.

| | |
|---|---|
| | **Supply Fees**relate to specific, full time programs and are also based on the actual cost of supplies used and retained by the student. |
| | The College will also charge supply fees to students in various part-time courses where there is a direct cost related to the supplies provided to the students. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the *Tuition, Academic and Supply Fees for 2013-2014,* as outlined in the attached schedules.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | **Fleming's approach and rational for tuition increases**<br>While the Ministry policy allows for a 3% increase on regular tuition and a 3% overall cap, it also allows for up to a 5% increase on high demand (HD) programs.   Fleming must determine the most appropriate blend of tuition increases in order to stay competitive with the system while taking into consideration the financial needs of the College, especially in support of funding investments, modernization and growth to remain viable.<br><br>In considering our tuition fee strategy, Administration reviewed the college fiscal environment, carefully considered cost increases and the investment strategy recommended in the 2013-2014 budget, and tuition fees across the college system.<br><br>Within the college system, Fleming already has the lowest "regular program" tuition per semester (by $82 versus the system average in 2011-2012), and our intelligence indicates other colleges are increasing regular program tuition by the allowed 3%.  As a result, the gap between Fleming and the system average for 2013-2014 is estimated to be $88 per semester and up to $90 by 2014-2015.To minimize this gap, Administration recommends Fleming maximize the 3% increase on regular programs.<br><br>In addition, our ability to promote growth and increase the quality of educational delivery requires an on-going strategic investment in new equipment and modernized programs.  We have made good progress here recently, for example with the purchase of modern technology and simulation equipment.  However, increasing tuition providesa critical source of funding in order to continue these strategic investment efforts.<br><br>Administration recommends maximizing college revenues by implementing increasesto the maximum college-wide cap allowed by the new tuition fee policy. The recommended strategy includes a blend of tuition increasesthat will take theoverall revenue increase up to the 3% allowed cap. This includesseveral HD programs for which we recommend no increase, as significant investment is not planned for these programsand an increase would risk negative impact to growth due to competitive pricing at other colleges. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | Outlined in the schedules. |
| **Prepared by** | Office of the Vice-President Finance and Administration, Board Office |

## Student Fees
**(**PER SEMESTER)
Effective September 1, 2013

### TUITION

| High Demand<br>First year: | 2011/12<br>($) | 2012/13<br>($) | 2013/14<br>($) | Change |
|---|---|---|---|---|
| Advance Water Operations | | | 2,966 | new |
| Applied Research | | | 1,865 | new |
| Aquaculture | | | 2,966 | new |
| Arboriculture | 1,210 | 1,307 | 1,374 | 5.0% |
| Blasting Techniques | 2,834 | 3,061 | 3,061 | 0.0% |
| Computer Security & Investigation | 2,440 | 2,635 | 2,768 | 5.0% |
| <mark>Digital Imaging</mark> | 2,384 | 2,575 | 0 | no longer HD program |
| Ecological Restoration | 2,272 | 2,454 | 2,454 | 0.0% |
| Electrical Power Generation | 4,625 | 4,833 | 4,833 | 0.0% |
| Environmental Visual Communication | 3,000 | 3,240 | 3,240 | 0.0% |
| GIS Programs | 1,149 | 1,241 | 1,304 | 5.0% |
| Heavy Equipment Operator (FULL PROGRAM) | 9,402 | 10,154 | 10,154 | 0.0% |
| Hospitality Admin. | | | 2,390 | new (pending MTCU approval) |
| International Business Management | 2,100 | 2,268 | 2,382 | 5.0% |
| Motive Power Techniques - Heavy Equipment | 4,625 | 4,833 | 4,833 | 0.0% |
| Museum Management | 1,443 | 1,558 | 1,638 | 5.0% |
| Natural Resources Law Enforcement | 2,251 | 2,431 | 2,554 | 5.0% |
| Outdoor Adventure Skills (1st year) | 1,972 | 2,130 | 2,130 | 0.0% |
| Outdoor Adventure Education | | | 2,450 | new |
| Paramedic | 2,440 | 2,635 | 2,768 | 5.0% |
| Practical Nurse (*Five semesters offered* | 1,795 | 1,939 | 2,036 | 5.0% |
| Pre-Service Fire Fighter | 3,942 | 4,257 | 4,472 | 5.0% |
| Project Management | | 2,268 | 2,382 | 5.0% |
| Sustainable Agriculture | 2,746 | 2,966 | 2,966 | 0.0% |
| Therapeutic Recreation | | | 1,615 | new (pending MTCU approval) |
| Wireless Information Networking | | 2,268 | 2,382 | 5.0% |

| **Returning Students:** | | | | |
|---|---|---|---|---|
| Electrical Power Generation | 4,295 | 4,467 | 4,467 | 0.0% |
| Computer Security & Investigation | 2,440 | 2,538 | 2,640 | 4.0% |
| Pre-Service Fire Fighter | 3,942 | 4,100 | 4,264 | 4.0% |
| Ecological Restoration | 2,272 | 2,363 | 2,363 | 0.0% |
| Outdoor Adventure Education | | | 2,450 | 0.0% |
| Paramedic | 2,440 | 2,538 | 2,640 | 4.0% |
| Wireless Information Networking | | 2,268 | 2,359 | 4.0% |
| **Practical Nurse (*Five semesters offered over four+ semesters*)** | 1,795 | 1,867 | 1,942 | 4.0% |

## Student Fees
### (PER SEMESTER)
### Effective September 1, 2013

| Regular Programs | 2011/12 | 2012/13 | 2013/14 | Change |
|---|---|---|---|---|
| | ($) | ($) | ($) | |
| Certificate Programs – Year One | 1,210 | 1,264 | 1,304 | 3.0% |
| Diploma Programs - Year One | 1,149 | 1,201 | 1,238 | 3.0% |
| Other Programs - Returning Students | 1,149 | 1,195 | 1,232 | 3.0% |
| Massage Therapy - Year One | 1,469 | 1,535 | 1,582 | 3.0% |
| Massage Therapy - Returning Students | 1,469 | 1,528 | 1,574 | 3.0% |
| Tuition Short Programs (Weekly) | 66.18 | 68.83 | 70.89 | 3.0% |
| All Other Part Time Funded (Hourly) | 5.64 | 5.89 | 6.07 | 3.0% |
| Prior Learning Assessment Fee (per Course) | 129.95 | 135.80 | 139.87 | 3.0% |
| Co-Op Fees | 468 | 486 | 506 | 4.0% |

| International Fees | 2012/13 (system average) | 2012/13 (Fleming average) | 2013/14 | |
|---|---|---|---|---|
| Regular Programs | 5,684 | 5,810 | 5,900 | 1.5% |
| High Demand | 6,365 | 6,830 | 6,850 | 0.3% |

*High Demand with added program costs:*

| | |
|---|---|
| Ecological Restoration | 7,000 |
| Natural Resources Law Enforcement | 7,000 |
| Outdoor Adventure Education | 7,000 |
| Paramedic | 7,000 |
| Wireless Information Networking | 7,000 |
| Advance Water Operations | 7,600 |
| Aquaculture | 7,600 |
| Blasting Techniques | 7,600 |
| Computer Security & Investigation | 7,600 |
| Environmental Visual Communication | 7,600 |
| Heavy Equipment Operator | 7,600 |
| Sustainable Agriculture | 7,600 |
| Pre-Service Fire Fighter | 8,800 |
| Electrical Power Generation | 9,600 |
| Motive Power Techniques - Heavy Equipment | 9,600 |

*Intern Fees/Special Placement or Project terms*

| | |
|---|---|
| International Business Management - 7 week intern for 1/2 of 3rd term | 1,000 |
| Biotechnology Techn Forensic - 5th Semester work placement | 2,000 |
| Wireless Info Networking - 4th Semester project term | 2,500 |

# ACADEMIC FEES
## Effective September 1, 2013 Proposed

| | Course | 2012-13 | 2013-14 |
|---|---|---|---|
| Ecosystem Management Technology | APST 21 | 273 | 284 |
| Environmental Technician | APST 27 | 195 | 200 |
| Environmental Technology | APST 88 | 81 | 124 |
| Ecological Restoration | APST 83 | 682 | 673 |
| Ecological Restoration | FSTY75 | 69 | 83 |
| Forestry Technician | APST 030 | 415 | 445 |
| Fish and Wildlife Technology | APST 040 | 136 | 124 |
| Fish and Wildlife Technology | APST 018 | 140 | 114 |
| General Arts and Science - Environmental & Natural Resource Studies Option | APST96 | 269 | 290 |
| Geographic Information Systems - Applications Specialist | APST 87 | 309 | 303 |
| Geographic Information Systems - Cartographic Specialist | APST 87 | 309 | 303 |
| Natural Resources - Law Enforcement | APST 16 | 228 | 250 |
| Outdoor Adventure Skills | APST 77 | 451 | 432 |
| Outdoor Adventure Skills | APST 76 | 91 | 124 |
| Outdoor and Adventure Education | APST112 | 112 | 122 |
| Outdoor and Adventure Education | APST113 | 402 | 385 |
| Visual and Creative Arts Diplomas Haliburton | ARTS957 | 332 | 323 |
| Fish & Wildlife Technician & Technologist | APST 23 | 453 | 567 |
| Recreation & Leisure Services | RECR026 | 143 | 157 |
| Environmental Visual Comm | APST123 | 0 | 414 |
| Artist Blacksmith | ARTS18 | 0 | 188 |
| Sculpture | ARTS629 | 0 | 235 |

# SUPPLY FEES
## Effective September 1, 2013 Proposed

| Full-time Programs | 2012-13 | 2013-14 |
|---|---|---|
| Jewellery Arts Certificate Program | 2,689 | 2,689 |
| Artist Blacksmith Certificate Program | 935 | 935 |
| Photo Arts Certificate Program | 921 | 921 |
| Ceramics Certificate Program | 724 | 724 |
| Fibre Arts Certificate Program | 723 | 723 |
| Glassblowing Certificate Program | 3,274 | 3,274 |
| Visual and Creative Arts Diploma Program | 718 | 761 |
| Visual Arts Fundamentals - Drawing and Painting | 849 | 849 |
| Sculpture Certificate Program | 826 | 906 |
| Digital Image Design | 516 | 516 |
| Personal Support Worker Brealey | 33 | 37 |
| Paramedic | 33 | 37 |
| Practical Nursing | 33 | 37 |
| Occup Therapist Assist/ Physio Assist | 33 | 37 |
| Resources Drilling Blasting | 57 | 57 |
| Blasting Techniques | 98 | 87 |
| Heavy Equipment Operator | 36 | 36 |
| Heating, Ref & Air Cond | 455 | 455 |
| Electrical Power Generation | 122 | 122 |
| Motive Power Techniques | 122 | 128 |
| Fish & Wildlife Technology | - | 27 |

The College will continue to charge supply fees to students in various part time courses. These fees recover costs directly related to the course.

SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *2013-2014 Compulsory Ancillary Fees*
**PRESENTED BY:** Governor Degeer, Chair – Finance and Property Committee

**SOURCE**
- Ministry of Training, Colleges and Universities Policy Framework, *Tuition and Ancillary Fees Policy Directive* and *Tuition and Ancillary Fees Reporting Operating Procedure*
- Finance and Property Committee, meetings of March 13 and April 17, 2013

| Background | The Ministry introduced a new policy for ancillary fees, effective September 1, 2009 that required colleges and student governments to amend their protocol agreements annually to reflect the proposed fee rates in its appendices. The current protocol agreement in its entirety, as attached, will expire in 2014-2015. |
|---|---|
| • Purpose of this report/request<br>• History<br>• Other relevant information | **Compulsory Ancillary fees** are described as part of the Ministry policy and are charged to support those services and activities that are not supported by the General Purpose Operating Grant, capital Grants and tuition fees.<br><br>Administration believes increase to these fees should be kept to levels equivalent to cost of living.<br><br>The recommended fee structure has the support of the Student Administrative Council and the Student Association and is summarized below:<br><br>*Proposed Alumni Fee for 2013-2014* is set at $13.25 per semester, an increase of 1.9% over 2012/13.<br><br>*Proposed Support Services Fee for 2013-2013* is set at $86.00 per semester, an increase of 0.9% over 2012/13.<br><br>*Proposed Part Time Student Support Services Fee* is set at $.72 per hour to a maximum of $45.00 per course, an increase of 1.4% over 2012/13.<br><br>*Proposed IT Fee for 2013-2014* is set at $83.00 per semester, an increase of 1.2% over 2012/13. Of this fee, $6.00 will be utilized to replace various equipment, in consultation with the student governments. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the *Compulsory Ancillary Fees for 2013-2014*, as outlined in the attached schedule and that has been approved by the Student Administrative Council and the Student Association.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | The fee increases will allow the College and the Student Governments to maintain current service levels to our student body. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | |
| **Prepared by** | Office of the Vice-President Finance and Administration, Board Office |

# COMPULSORY ANCILLARY FEE PROTOCOL AGREEMENT

## Between

## THE STUDENT ADMINISTRATIVE COUNCIL, THE STUDENT ASSOCIATION

### and

## SIR SANDFORD FLEMING COLLEGE

### Background

The intent of this protocol agreement is to define the process of determination, collection and use of mandatory ancillary fees for full time students as prescribed by the Ministry of Training, Colleges and Universities (referred to as MTCU) Revised College Ancillary Fee Policy, Effective 2009-2010. The protocol agreement will be used to facilitate relatively predictable and/or stable resources and service levels over the 5 year duration of the agreement.

The organizations party to this agreement include the Student Administrative Council (referred to as SAC), the Student Association (referred to as the SA) and Fleming College (referred to as the College). The SA and SAC shall be collectively referred to as the Student Government(s).

It is the desire of all parties to maintain a harmonious and positive working relationship and to achieve consensus on the ancillary fees to be charged to students. The fees specifically addressed in this protocol agreement include the following:

- Alumni Fee
- Support Services Fee
- Part Time Student Support Service Fee
- Information Technology Fee

Detailed descriptions of how the fee is used, the materials, services and/or facilities being made available through the payment of the fees are outlined below.

Note: Although fees for the Peterborough Sport & Wellness Centre Fee and the Athletics Fee are collected, and managed primarily by the college on behalf of the Student Government, they are considered to be student levied fees and are exempt from this protocol agreement.

### Description of Compulsory Ancillary Fees

Alumni Fee

The alumni fee assists in providing a continuous link between Fleming College alumni and the college by providing regular updates through Fleming Ties news magazine and keeping alumni updated on placement statistics, job opportunities and special reunion events. The Alumni Fee is levied by semester.

<u>Support Services Fee</u>
The support services fee subsidizes a variety of student support services including peer tutoring, health services, counselling services, campus life activities, career and graduate placement services and Convocation ceremonies and receptions. The Support Services Fee is levied by semester.

The Support Services Fee is allocated to the above services at the following *approximate* rates:

| | |
|---|---|
| Learning Support Services | 20% |
| Orientation and Transition / Campus Life | 4% |
| Counselling Services | 34% |
| Career and Graduate Placement Services | 14% |
| Convocation Ceremonies and Receptions | 11% |
| Health Services | 17% |

<u>Information Technology Fee</u>
The Information Technology Fee extends a variety of basic information technology services to students including Help Desk services, Open Access Computing platform, Webmail, Internet Access, Portal Services and applications, initial balance on network printing, wireless access and security software.  The Information Technology Services Fee is levied by semester.

**Determination of Annual Fees (Increases or Decreases)**

On an annual basis, commencing in the fall semester, representatives from the College, the SAC and the SA, will meet to discuss any planned fee increases for the coming academic year. Increases/decreases, expansions, and/or introduction of new fees, will adhere to the MTCU Ancillary Fee Policy and to this Protocol Agreement.

**Fee and Service Level Increases/Decreases**

In the event that a proposed fee increase or expansion in the rate of compulsory ancillary fees increases the total compulsory ancillary fees by more than 20% in one academic year, the increase and/or new fees must be approved through student referendum.  The referendum must itemize each compulsory ancillary fee to be increased or introduced and the amount of the increase contributed by each fee.

In the event that the SA and/or SAC propose a reduction in the fee such that it will result in a reduction of the service level of 20% or more, the decrease must be approved through student referendum.  The referendum must describe the level of service reduction in detail.

Students must have the opportunity to vote for/against individual fee increases and significant decreases.

All compulsory ancillary fees, with the exception of program compulsory ancillary fees are included in the annual calculation of total fee increases (i.e. College, and Student Government levied fees). Program compulsory fees are not to be included in a referendum on ancillary fee increases.

**Referendum Committee**

A joint referendum committee consisting of up to 4 members of the College and up to 2 members of each of the SA and SAC will be established as required to organize details should it be necessary to hold a student referendum for approval of fees.

## Responsibilities of Fleming College

On behalf of the parties, the College will prepare and/or revise fee protocol agreements.

The College will compile information regarding increases/decreases and advise the Student Government(s) of any proposed increases, introduction of new fees or changes to existing fees to be charged to students in mid-fall each year.

The College will provide an information package with a consolidated list of all compulsory ancillary fees with a rationale for each new fee or fee increase, including the reason for its compulsory nature.

The College will seek approval of the fees by the Fleming College Board of Governors.

## Responsibilities of the SAC and SA

Upon receipt of the proposed fees from the college, the SA and SAC will discuss the fees at a regularly scheduled board meeting and consult with students about the proposed fees.

The SA and SAC will approve any new fees, increases or decreases, if applicable to all compulsory fees. The SA and SAC Board of Directors, through board motion, will indicate their support of the fee. This decision will be made at a regularly scheduled Board meeting consistent with the timelines required for fee approval.

The SA and SAC have final approval of all compulsory ancillary fees as specified in the Ministers Binding Policy Directive on Tuition and Ancillary Fees.

## Review of Protocol Agreement

A review of all fees shall take place by the parties to the Agreement at regular 5 year intervals to ensure the reason for introducing a given fee remains current. Based on the review, advice will be provided to the Board of Governors by the College and the Students on the structure of fees. Any fee identified as supporting a service no longer deemed necessary or desirable shall be discontinued with the written approval of all parties to the Agreement.

This Protocol Agreement is to be in effect for the academic years 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014.

## Communication to Students

As required by MTCU, information will be provided to students about the ancillary fees outlined above will be announced through the college's calendar, and/or documented on the college website before the deadline for accepting offers of admission. The fee documents will provide a breakdown of all compulsory ancillary fees and explain their purposes in such as way that students clearly understand what materials, services, and/or facilities are being made available through the payment of the fees.

The parties have negotiated in good faith the terms of this protocol agreement. The Agreement will remain in place until such time as a new Protocol Agreement is negotiated by the parties to this agreement.

Agreed to this _11_ day of _March_, 2009.

_[signature]_

Ben Cordeiro, President
Student Administrative Council, Sutherland Campus

_[signature]_

Tony Tilly, President

Sir Sandford Fleming College

_[signature]_

Emilee Mailes, President
Student Association, Frost Campus

_[signature]_

Karen Sjolin, Executive Director, Student Services
Sir Sandford Fleming College

*Compulsory Ancillary Fee Protocol Agreement*
*January 2009*

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## APPENDIX V – FEE RATES FOR 2013-2014
*(Note: The motion sheet approved by the Board of Governors will be attached to this agreement annually)*

### Proposed Alumni Fee for 2013-2014

- The Alumni Fee for 2013-14 is set at $13.25 per semester, an increase of 1.9% over 2012-13.

### Proposed Support Services Fee for 2013-2014

- The Support Services Fee for 2013-14 is set at $86.00 per semester, an increase of 0.9% over 2012-13.

### Proposed Part Time Student Support Services Fee

- The Part time Student Support Service fee is set at .72 per hour to a maximum of $45.00 per course, an increase of 1.4% over 2012-13.

### Proposed IT Fee for 2013-2014

- The IT Fee for 2013-14 is set at $83.00 per semester, an increase of 1.2%. Of this fee $6.00 will be utilized to replace various equipment in consultation with student governments.

*Compulsory Ancillary Fee Protocol Agreement*
*January 2009*

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**APPENDIX II – FEE RATES FOR 2010-2011**

**APPENDIX III – FEE RATES FOR 2011-2012**

**APPENDIX IV – FEE RATES FOR 2012-2013**

**APPENDIX V – FEE RATES FOR 2013-2014**

**Fleming College**

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *2013-2014 Student Levied Fees*
**PRESENTED BY:** Governor Degeer, Chair – Finance and Property Committee

### SOURCE

• Ministry of Training, Colleges and Universities Policy Framework, *Tuition and Ancillary Fees Policy Directive a* and *Tuition and Ancillary Fees Reporting Operating Procedure*
• Finance and Property Committee, meetings of March 13 and April 17, 2013

| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | Fleming College has two separate Student Governments:  the Student Administrative Council (SAC) – Sutherland, McRae and Cobourg Campuses, and the Student Association (SA) – Frost and Haliburton Campuses.<br><br>Student governments levy their own student association fees on their student body.  The following fees have been approved by their respective student governments and require the approval of the College Board of Governors.<br><br>Student Activity Fees - Brealey, Cobourg, McRae:  Increased from $60.50 to $61.25 per semester.  This fee includes a Student Transition Project fee of $2.50.<br><br>Student Activity Fee – Haliburton, ROM:  Remains unchanged at $48.50 per semester.  This fee also includes a Student Transition fee of $2.50.<br><br>Student Activity Fee – Lindsay:  Increased from $83.50 to 87.50 per semester.   This fee also includes a Student Transition fee of $2.50.<br><br>Athletic Fee - Brealey, McRae:  Increased from $41.75 to $43.00 per semester.<br><br>Athletic Fee – Lindsay, Haliburton:  Increased from $50.50 to $51.00 per semester.<br><br>Building Fund - Brealey, McRae re: Sport and Wellness Centre:  Remains unchanged at $42.00.  A referendum was held and when the Sport and Wellness Centre is paid, this fee will continue for the Sports Field.<br><br>Building Fund - Lindsay re: Student Centre Lindsay:  Remains at $37.00 per semester.<br><br>Recreational Building Fund - Lindsay re Fieldhouse:  Remains at $14 per semester.<br><br>Peterborough Sport and Wellness Centre – Brealey, McRae:  Increased from $84.50 to $85.00 per semester.<br><br>Health Insurance  (FULL YEAR):  Will remain unchanged at $215.00.<br><br>Student Centre Renovation Fund – Brealey:  This fee of $40.00 will fund the student centre renovations.<br><br>Lindsay Recreation Complex Fee – Frost:  This fee of $50.00 will provide recreation membership to students.<br><br>**These fees are "per semester" (15 weeks) for the 2013-2014 academic year (effective September 1, 2013 to August 31, 2014).** |

| **Action Required**<br>• for Information<br>• for Consultation and/orDiscussion<br>• for Approval (include motion) | **For Approval.**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the** *Student Levied Fees for 2013-2014,* **as outlined in the attached schedule.** |
|---|---|
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | |
| **Prepared by** | Office of the Vice-President Finance and Administration, Board Office |

# Student Fees
(PER SEMESTER)
Effective September 1, 2013

## COMPULSORY ANCILLARY FEES

|  | 2011/12 ($) | 2012/13 ($) | 2013/14 ($) | Change |
|---|---|---|---|---|
| Alumni | 12.50 | 13.00 | 13.25 | 1.9% |
| Support Services | 82.00 | 85.25 | 86.00 | 0.9% |
| Support Services Part Time per Hour | 0.67 | 0.71 | 0.72 | 1.4% |
|  | max $42 per course | Max $45 on set hour course |  |  |
| Information Technology Fee | 79.00 | 82.00 | 83.00 | 1.2% |

## STUDENT LEVIED FEES

|  | 2011/12 | 2012/13 | 2013/14 | Change |
|---|---|---|---|---|
| Student Activity – B C M * | 60.50 | 60.50 | 61.25 | 1.2% |
| Student Activity –H R* | 48.50 | 48.50 | 48.50 | 0.0% |
| Student Activity - L * | 83.50 | 83.50 | 87.50 | 4.8% |
| Athletic Fee - B M | 39.75 | 41.75 | 43.00 | 3.0% |
| Athletic Fee – L H | 49.00 | 50.50 | 51.00 | 1.0% |
| Peterborough Sport and Wellness Student Membership – B, M | 83.50 | 84.50 | 85.00 | 0.6% |
| Building Fund – B M (Sport and Wellness Brealey then Sports Field) | 42.00 | 42.00 | 42.00 | 0.0% |
| Student Centre Frost L | 37.00 | 37.00 | 37.00 | 0.0% |
| Recreational Building Fund - L (Fieldhouse) | 14.00 | 14.00 | 14.00 | 0.0% |
| Student Centre Renovation Fund - B | 40.00 | 40.00 | 40.00 | 0.0% |
| Lindsay Rec Complex Fee - L | 50.00 | 50.00 | 50.00 | 0.0% |
| Health Insurance (Per Year) Domestic | 215.00 | 215.00 | 215.00 | 0.0% |
| Health Insurance (Per Year) International | 346.50 | 346.50 | 346.50 | 0.0% |
| Sutherland (ex health) | 439.25 | 449.00 | 453.50 | 1.0% |
| Frost (ex health) | 407.00 | 415.25 | 421.75 | 1.6% |
| Cobourg (ex health) | 234.00 | 240.75 | 243.50 | 1.1% |
| Haliburton (ex health) | 271.00 | 279.25 | 281.75 | 0.9% |
| ROM (ex health) |  | 228.75 | 230.75 | 0.9% |

B = BREALEY.  C = COBOURG.  H = HALIBURTON.
L = LINDSAY.  M = McRAE  R = ROM

**SUBMISSION TO THE BOARD OF GOVERNORS**

**SUBJECT:** *Fleming College Financial Plan 2013-2014*
**PRESENTED BY:** Governor Degeer, Chair – Finance and Property Committee

**SOURCE**
- Finance and Property Committee, meeting of April 17, 2013
- Minister's Binding Policy Directive, *Governance and Accountability Framework* (revised Sept 2010)
- Ministry Operating Procedure under the policy framework, *Business Plan* (revised June 2011)
- Executive Leaders Team
- 2012-2013 Financial Plan, approved by the Board April 25, 2012

| Background | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | Colleges are required to comply with Binding Policy Directives (BPD) issued by the Ministry of Training, Colleges and Universities. The Business Plan Operating Procedure requires colleges to submit an annual budget as well as the interim year-end projection. Both the budget and the interim year-end projection are to be approved by the Board of Governors.<br><br>The Fleming College 2013-2014 Draft Financial Plan is attached. The key budget assumptions/decisions are as follows:<br><br>**Revenue:**<br>• The Budget is built using a conservative approach with a 0% overall growth in enrolment from 2012-2013.<br>• International enrolment has been conservatively budgeted at 50% of potential forecasted first year intake due to risk in international market.<br>• Domestic tuition is based on tuition rates allowed by the new Ministry tuition framework and endorsed by Finance and Property Committee on April 9, 2013.<br>• Parking fees recommended to substantially increase (up to 25%); this revenue is to be re-invested in parking and road infrastructure requirements (a request for new internal restricted fund is included in the budget).<br>• Change in policy to collect our parking fines/penalties to generate revenue.<br><br>**Expenditures:**<br>• Expenditure plans are built conservatively to balance the budget.<br>• Budget direction includes implementation of strategies to maximize the utilization of full time staff in the classroom where possible.<br>• Significant increases over 2012-2013 support the college strategic direction.<br><br>**Capital Investment and Net Assets:**<br>• Plans for Capital Investment support the college strategic direction.<br>• Capital Investment plan is conservative to minimize impact on Net Asset.<br>• Net Assets now account for employee benefit and vacation accruals under new accounting rules from Pubic Sector Accounting Board (and presented to the Audit Committee at the November 2012 meeting).<br>• Plans to seek approval for adjustment to the internal restricted reserve. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Financial Plan 2013-2014* including adjustments to the Internal Restricted Reserve within net assets,** |

| | which provides for: |
|---|---|
| | **Total Revenue of $ 97,372,563** |
| | **Expenditures of $ 97,372,563** |
| | **Capital Expenditure of $27,457,100** |
| | **Net Assets at March 31, 2014 of $8,897,200** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | The College has developed a conservative, balanced Financial Plan for 2013-2014 based on the three over-arching strategies of the Strategic Mandate Agreement submitted to the province of Ontario:<br><br>1. Integrating education and work.<br>2. Becoming Ontario's centre of excellence for applied education and applied research in environmental and natural resource sciences.<br>3. Being a model of productivity and performance excellence in Ontario's post- secondary education system.<br><br>The plan includes key investments in:<br><br>**Growth**<br>• Modest growth planned through increases in international student enrolment and domestic enrolment in targeted program clusters.<br>• Tuition fees increases of 3%, in line with provincial government policies.<br>• Funding to support the launch of 7 new academic programs.<br>• Investment to increase outreach within domestic markets and further develop international markets.<br><br>**Teaching**<br>• 3.2% increase in spending on full-time faculty.<br>• 1.0% increase in spending on part-time teaching.<br>• 66% of the planned budget increase over the prior year will be invested within academic areas.<br><br>**Staff**<br>• 1.0% increase in spending on part-time staff salaries (these salaries have been frozen for 7 years).<br>• Administrators are eligible for a 1.75% increase, while senior administrative leader salaries remain frozen.<br><br>**Capital Investments in Facilities and Services**<br>• Continued investment in the construction of the Kawartha Trades and Technology Centre for September 2014 opening.<br>• $2 million capital investment strategy that includes upgrades to instructional equipment and learning spaces at all campuses.<br>• Funding to support the launch of a new Learning Management System (Desire2Learn) in Spring 2013.<br>• Joint work with the City of Peterborough and Student Administrative Council to complete the new Sports Fields at the Sutherland Campus.<br>• Expansion of the Centre for Alternative Wastewater Treatment at the Frost Campus in Lindsay. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | Total Revenue and Expenditures are balanced at $97,372,563 which is a 1.6% increase over the 2012-2013 Update Budget.  Capital Expenditures are planned at $ 27,457,100 with over 80% funded through external sources.  To accomplish this plan, net assets will be reduced by $203,000.<br><br>In addition a request will be required to seek approval from the Board to adjust the internally restricted funds.  Requirements include a decrease of $100,000 to bring Frost Residence in line with Fire Code and the addition of a new reserve for investing in future repair to Parking and Roads Infrastructure (currently estimated at $150,000 for 2013-2014). |
| **Prepared by** | Office of the Vice-President Finance and Administration, Board Office |

# Fleming College
# Financial Plan
# 2013-2014

# *DRAFT*

April 2013

## Table of Contents

# I. __Summary__

The College has developed a conservative, balanced Financial Plan for 2013/14, based on the three over-arching strategies of the Strategic Mandate Agreement recently submitted to the province of Ontario:

1. Integrating education and work
2. Becoming Ontario's centre of excellence for applied education and applied research in environmental and natural resource sciences
3. Being a model of productivity and performance excellence in Ontario's post-secondary education system

The plan includes key investments in:

**Growth:**
- modest growth planned through increases in international student enrolment and domestic enrolment in targeted program clusters
- tuition fees increases of 3%, in line with provincial government policies
- funding to support the launch of 7 new academic programs
- investment to increase outreach within domestic markets and further develop international markets

**Teaching:**
- 3.2% increase in spending on full-time faculty
- 1.0% increase in spending on part-time teaching
- 66% of the planned budget increase over the prior year will be invested within academic areas

**Staff:**
- a provision to increase part-time staff salaries. These salaries have been frozen for 7 years
- Administrators are eligible for a 1.75% increase, while senior administrative leader salaries remain frozen

**Capital Investments in Facilities and Services:**
- Continued investment in the construction of the Kawartha Trades and Technology Centre for Sept. 2014 opening
- $2 million capital investment strategy that includes upgrades to instructional equipment and learning spaces including all campuses
- funding to support the launch of a new Learning Management System (Desire2Learn) in Spring 2013
- Joint work with the City of Peterborough and Student Administrative Council to complete the new Sports Fields at the Sutherland Campus
- Expansion of the Centre for Alternative Wastewater Treatment at the Frost Campus in Lindsay

Total revenues and expenditures in this Financial Plan are balanced at $97.4 million, a modest increase of 1.6% over the 2012/13 Update Budget.  Capital investment is budgeted at $27.5 million.
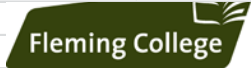
To accomplish the objectives of the 2013/14 Financial Plan, total Net Assets will see a slight decrease of $203,000 from 2012/13.   However, the College hopes to see this reduction replenished by actively pursuing growth in enrolment and seeking new donations.

| Fleming College Financial Plan Preliminary Budget 2013/14 | | | | |
|---|---|---|---|---|
| **SUMMARY** | | | | |
| **($ 000's)** | | | | |
| | **2013/14 Preliminary Budget** | **2012/13 Update Budget** | **$ Increase (Decrease)** | **% Increase (Decrease)** |
| **Revenue** | | | | |
| **Grants & Reimbursements** | $ 46,633 | $ 45,609 | $ 1,024 | 2.2% |
| **Tuition & Other** | 35,466 | 33,685 | 1,781 | 5.3% |
| **Amortization** | 3,741 | 3,710 | 31 | 0.8% |
| **Skills, Bursaries, Ancillary & Projects** | 11,533 | 12,796 | (1,263) | -9.9% |
| **Revenue** | 97,373 | 95,800 | 1,573 | 1.6% |
| | | | | |
| **Operating Expenses** | 80,499 | 77,216 | 3,283 | 4.3% |
| **Amortization Expense** | 5,200 | 5,633 | (433) | -7.7% |
| **Skills, Bursaries, Ancillary & Projects** | 11,674 | 12,951 | (1,277) | -9.9% |
| **Expenses** | 97,373 | 95,800 | 1,573 | 1.6% |
| | | | | |
| **Excess of Revenue over Expenditures** | $    - | $    - | | |
| | | | | |
| | **Projected Balance Mar 31/14** | **2012/13 Update Budget** | **$ Increase (Decrease)** | **% Increase (Decrease)** |
| | | | | |
| **NET ASSETS** | | | | |
| | | | | |
| **Invested in Capital Assets** | | | | |
|   **As of April 1, 1997** | $   2,417 | $   2,417 | $    - | |
|   **Since April 1, 1997** | 14,129 | 10,708 | 3,421 | |
| **Total Invested in Capital Assets** | 16,546 | 13,125 | 3,421 | 26.1% |
| | | | | |
| **Unrestricted** | | | | |
| **Operating (Board Reserves)** | (5,017) | (1,116) | (3,901) | |
| **Accrued vacation pay, Future Benefits** | | | | |
|   **and Derivative & Sick Leave & PSA *** | (10,608) | (10,759) | 151 | |
| **Total Unrestricted** | (15,625) | (11,875) | (3,750) | |
| | | | | |
| **Internally Restricted** | 1,688 | 1,638 | 50 | |
| **Subtotal Net Assets** | 2,609 | 2,888 | (279) | -9.7% |
| | | | | |
| **Externally restricted** | 6,288 | 6,212 | 76 | |
| | | | | |
| **TOTAL NET ASSETS** | $   8,897 | $   9,100 | $   (203) | -2.2% |

\*   Net Assets have been restated to reflect a change in Public Sector Accounting Board Policy not reflected in past Financial Plans for the treatment of Employee Benefit accruals.  The 2012/13 Financial Plan (Preliminary Budget) stated accrual was $7,533,000.

Fleming College 2013-2014 Financial Plan

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## II. Revenue

College revenues are budgeted at $ 97.4 million; an increase of 1.6% from revenues from the 2012/2013 Update Budget.

**Financial Plan - Preliminary Budget**
**Fiscal Year 2013/2014**                                    Fleming College

| | Preliminary Budget 2013/14 | Update Budget 2012/13 | Change | % |
|---|---|---|---|---|
| **Revenue** | | | | |
| | | | | |
| **Grants and Reimbursements** | $ 46,633,229 | $ 45,609,255 | $ 1,023,974 | 2.2% |
| **Student Tuition Fees** | 23,097,894 | 21,808,423 | 1,289,471 | 5.9% |
| **Contract Training** | 806,481 | 715,533 | 90,948 | 12.7% |
| | | | | |
| **Other Income** | | | | |
| Other Income | 7,548,084 | 7,155,775 | 392,309 | 5.5% |
| Ancillary Fees | 4,013,165 | 4,004,379 | 8,786 | 0.2% |
| **Total Other Income** | 11,561,249 | 11,160,154 | 401,095 | 3.6% |
| | | | | |
| **Amortization of Deferred Capital** | 3,741,000 | 3,710,275 | 30,725 | 0.8% |
| | | | | |
| **Total Operating Revenues** | 85,839,853 | 83,003,640 | 2,836,213 | 3.4% |
| | | | | |
| **Skills Programs** | 3,162,090 | 3,218,169 | (56,079) | -1.7% |
| **Tuition Holdback Bursaries** | 2,301,680 | 2,220,000 | 81,680 | 3.7% |
| **Ministry Bursaries** | 463,600 | 622,655 | (159,055) | -25.5% |
| **Special Projects** | 1,580,600 | 2,380,412 | (799,812) | -33.6% |
| **Facilities Renewal and Renovation Projects** | - | 421,363 | (421,363) | -100.0% |
| **Ancillary Operations** | 4,024,740 | 3,933,956 | 90,784 | 2.3% |
| | | | | |
| **Total Revenue** | $ 97,372,563 | $ 95,800,195 | $ 1,572,368 | 1.6% |

## 1. Grants and Reimbursements

Grants are budgeted to increase by $1.024 million from the 2012/13 Update Budget as follows: ($ 000's)

| | Preliminary 2013-14 | Update 2012-13 | Change |
|---|---|---|---|
| Basic Operating Grant | $30,553 | $31,000 | $ (447) |
| Enrolment Growth Grants | 5,239 | 3,536 | 1,703 |
| BScN Grant | 4,194 | 3,967 | 228 |
| Second Career Grant | 1,315 | 1,823 | (508) |
| Northern & Rural Funding Grant | 2,229 | 2,229 | - |
| Apprentice Grant | 692 | 658 | 34 |
| Performance Funding Grant | 518 | 505 | 13 |
| Special Needs & Interpreter Grant | 665 | 665 | - |
| Municipal Tax Credit | 468 | 468 | - |
| CO-OP Diploma Apprentice Grant | 130 | 130 | - |
| Rental Grants | 203 | 203 | - |
| Medical & Clinical Grant | 110 | 110 | - |
| Misc. Recoveries | 315 | 315 | - |
| **Grants and Reimbursements** | **$46,633** | **$45,609** | **$1,024** |

The Operating grant is based on allocations provided from the province. In the 2012 Budget, the province, through the Ministry of Training Colleges and Universities (MTCU), announced an efficiency saving target for 2013/14 which resulted in reduced base operating grants for all Colleges and Universities by $40M. Fleming's share of this reduction was calculated at $338,483. MTCU also announced, in the 2012 budget, a reduction in the Operating grant equal to $750 per student based on the college's intake of international students.

The Enrolment Growth grant has increased by $1,703,000. This grant is calculated under the College Funding Framework and is formula driven based on enrolment growth over past 2 "audited" years (i.e. 2010/11 and 2011/12 growth is funded in 2013/14).

The Second Career grant has decreased by $508,000. This is due to the change in criteria, implemented three years ago, resulting in a continued decline in individuals qualifying for Second Career funding. The intake of new Second Career students is budgeted the same as last year's intake numbers.

## 2. Tuition Fees

Tuition fee revenue is expected to be $23.1 million, up $1.3 million (6%) from last year's update budget.

Full Time tuition is projected to increase from $16.5 million to $17.3 million (4.8%).   Tuition fees have been increased as of Sept 1, 2013 as per board approved rates by an average of three percent.   While enrolment is not projected to increase over 2012/13, total tuition is projected to increase by more than 3% due to the mix of regular and high demand programs as high demand programs have higher tuition fees.   In addition 5 new "high demand" programs are being introduced in 2013/14.

Building on the success of 2012/13 recruitment, revenue from International enrolment has been budgeted to increase from $2.8 million to $3.1 million in 2013/14.   While there may be upside, this revenue has been budgeted conservatively in order to offset risk related to the international market.

Part time enrolment is budgeted to match enrolment from 2012/13, with a 3% increase in average fees.

## 3. Contract Training

Contract training revenue has increased by $90,000 from the Update Budget mainly in the School of Business and Technology.

## 4. Other Income

Overall, other income has increased by $392,309 (5.5%) over the Update Budget.    However, other income is comprised of a variety of income streams from operations including bookstore, parking and cafeteria and a variety of funds secured for projects with third party partners (i.e. Ontario Federation of Anglers and Hunters for Atlantic Salmon Operations).   Project funds are subject to annual fluctuations based on individual project needs.  For 2013/14 special project funds have been reduced by $275,000.   Increases in the income from operating streams are projected to increase by $667,000.  A significant component of this increase is projected to come from an increase in parking fees and a change in College policy to collect fines and penalties internally rather than through the municipality.   This increase in parking revenue will be re-invested into enhancements, repairs and maintenance to parking lots and college roads.

## 5. Facilities Renewal and Funded Projects

The revenue recorded in this category represents funding received from MTCU for facility and other projects as well as funding received and allocated for items under $5,000 of value, such as academic equipment and personal computers.  Items over $5,000 are deemed capital.   The mix of capital and expense will change from year to year.

The College Equipment Renewal Fund (CERF) will fund academic equipment and information technology this year totalling $276,000.  This revenue will be used to replace/upgrade classroom equipment across the college.

The Facilities Renewal Grant (FRG) totalling $298,000 will fund deferred maintenance of college infrastructure.

100% of this funding is planned to be used as contribution to the purchase of capital assets, thus is reduced to $0 within the operating plan.

## III. Expenditures

**Financial Plan - Preliminary Budget**
**Fiscal Year 2013/2014**

Fleming College

| | Preliminary Budget 2013/14 | Update Budget 2012/13 | Change | % |
|---|---|---|---|---|
| **Expenditures** | | | | |
| | | | | |
| **Salaries and Benefits** | | | | |
| Salaries, Full Time | 38,854,753 | 37,296,817 | 1,557,936 | 4.2% |
| Salaries, Part Time | 11,787,383 | 11,638,406 | 148,977 | 1.3% |
| Benefits | 10,826,922 | 10,274,041 | 552,881 | 5.4% |
| **Total Salaries and Benefits** | 61,469,058 | 59,209,264 | 2,259,794 | 3.8% |
| | | | | |
| **Non-Salary Expenses** | | | | |
| Instructional Support Costs | 4,666,358 | 4,356,092 | 310,266 | 7.1% |
| Travel and Professional Development | 1,191,729 | 1,139,873 | 51,856 | 4.5% |
| Advertising | 1,070,007 | 915,810 | 154,197 | 16.8% |
| Telephone, Audit, Legal & Insurance | 965,743 | 885,041 | 80,702 | 9.1% |
| Equipment Maintenance | 364,958 | 382,968 | (18,010) | -4.7% |
| Plant and Security | 2,579,596 | 2,346,889 | 232,707 | 9.9% |
| Rentals and Taxes | 1,027,814 | 972,905 | 54,909 | 5.6% |
| Utilities | 2,074,263 | 2,096,261 | (21,998) | -1.0% |
| Contract Services Trent | 2,155,058 | 1,803,614 | 351,444 | 19.5% |
| Services & Other | 2,867,126 | 3,016,071 | (148,945) | -4.9% |
| Long Term Debt Interest | 66,805 | 90,800 | (23,995) | -26.4% |
| Amortization of Capital Assets | 5,200,000 | 5,633,113 | (433,113) | -7.7% |
| **Total Non-Salary Expenses** | 24,229,457 | 23,639,437 | 590,020 | 2.5% |
| **Total Operating Expenditures** | 85,698,515 | 82,848,701 | 2,849,814 | 3.4% |
| | | | | |
| **Investments** | 820,000 | 882,327 | (62,327) | -7.1% |
| **Skills Programs** | 2,756,567 | 2,798,352 | (41,785) | -1.5% |
| **Tuition Holdback Bursaries** | 2,301,681 | 2,220,000 | 81,681 | 3.7% |
| **Ministry Bursaries** | 463,600 | 622,655 | (159,055) | -25.5% |
| **Special Projects** | 1,580,600 | 2,380,412 | (799,812) | -33.6% |
| **Facilities Renewal and Renovation Projects** | - | 421,363 | (421,363) | -100.0% |
| **Ancillary Operations** | 3,751,600 | 3,626,385 | 125,215 | 3.5% |
| | | | | |
| **Total Expenditures** | $ 97,372,563 | $ 95,800,195 | $ 1,572,368 | 1.6% |
| | | | | |
| **Net** | $          - | $          - | $          - | |

## 1. Full Time Salaries

Full time (FT) salaries are budgeted based on the current College staff compliment and all Collective Agreements that are currently in place. This includes a full year's salary for FT faculty hired mid-way through 2012-13. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary is projected to increase by $1,557,936 (4.2%) over the 2012/13 Update Budget

## 2. Part Time Salaries

Part time (PT) salaries have increased by only $148,977 (1.3%) from the 2012/13 Update Budget. A one percent salary increase is being implemented, for PT faculty and staff, which is the first increase the college has been able to provide to this group in a number of years.

## 3. Benefits

Benefits have increased $552,881 from the Update Budget mainly due to an increase in pension costs of $265,000 and a $135,000 increase in benefits for FT support staff under collective agreement terms.

## 4. Instructional Support Costs

Instructional Support costs have increased $310,266 from last year's Update Budget. A significant portion of this increase is due to software leasing and support costs related to the new learning management system acquired in 2012/13 and being implemented in 2013/14. Overall software maintenance costs have increased by $152,000. Additional increases include the investment in new software to support enrolment management, customer relations and promotion management process improvement ($60,000). The balance of the increase is related to new programs being introduced and inflation.

## 5. Advertising

Overall advertising costs are projected to increase by $154,197, representing the college's investment strategy to enhance advertising and promotion to promote enrolment growth and to secure donations.

## 6. Plant and Security

Plant and Security expenses have increased by $232,707 from the Update Budget. Increases were required in Contract Cleaning and Building expenses of $53,000 due to inflationary increases in contracted services. In addition physical security service has been enhanced to include a 24/7 protection for students at Brealey and Frost campuses. The contract to provide this service has been increased by $180,000.

## 7. Services and Other

Services and Other expenses have decreased by $148,945. This includes a variety of reductions in level of services required. As example, use of interpreters' hours has been reduced resulting in savings of $42,000. In addition, a contingency budget for special projects, traditionally budgeted centrally, has been distributed into specific departmental accounts such as advertising and promotion where investment is being planned.

## 8. Amortization of Capital Assets

Amortization expenses have decreased by $433,000 from the 2012/13 Update Budget. The calculation of amortization is based on the continuity schedule of capital assets with remaining book value requiring amortization. In particular, 2012/13 was the final year requiring amortization for the college's ERP (enterprise-wide business) system.

## 9. Initiatives and Investments

Initiatives and Investments totalling $820,000 have been budgeted, which is $62,327 (7.1%) lower than the 2012/13 Update Budget. These expenditures, while capital in nature, are below the threshold to be considered an addition to capital assets; they are each under $5,000 of value, such as academic equipment/tools and personal computers.

These 2013/14, planned investment include replacement of old staff and student computers for labs ($340,000), class room equipment ($250,000), modest renovations ($30,000), student service equipment ($40,000) and IT systems upgrades including network servers, storage, switches and conversion to Microsoft outlook as the college email platform ($160,000).

## IV. **Capital**

Capital spending in 2013/14 is budgeted at $27.5 million of which $22.1 million is from funded sources.  The balance of $5.3 million is capital funded from operating.

The budgeted funded capital sources include Provincial funding for KTTC ($19,837,100), Canadian Foundation Innovation Fund with matching provincial funding for CAWT ($1,429,300),
Facility Renewal Program (FRG) ($298,000), College Equipment Renewal Fund (CERF) ($275,000) and donated capital ($300,000).

The remaining capital from operating includes contribution required to KTTC ($3,375,700), contribution to CAWT ($186,700), Academic capital ($751,800, of which 50% is in support of new programs), IT/Network equipment ($277,500), Residence capital ($375,000), Building Renovations ($169,000), and Parking lot improvements ($169,000).


Capital budgeted for 2013/14 is summarized below:

| | |
|---|---|
| KTTC Building & Equipment | $23,194,800 |
| CAWT | 1,616,000 |
| Building Renovations | 798,000 |
| Residence Capital | 375,000 |
| Parking Lot & Equipment Capital | 169,000 |
| Academic Equipment | 889,300 |
| Network Equipment, | 415,000 |
| | **$27,457,100** |

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Peterborough Sport and Wellness Centre Capital Reserve Spending*
**PRESENTED BY:** Governor Degeer, Chair – Finance and Property Committee

### SOURCE
- City of Peterborough – Sir Sandford Fleming College *Operating Agreement*
  - approved by City Council on June 2, 2003 and the Board of Governors on June 4, 2003 #9)
  - amended by City Council on Sept. 10, 2007 and the Board of Governors on October 31, 2007 #x
  - amended by City Council on Sept. 13, 2010 and the Board of Governors on Sept. 22, 2010 #x
  - amended by City Council on July 30, 2012 and the Board of Governors on June 27, 2012 #4 (replacing the Steering Committee with an Administrative Committee)
- PSWC Administrative Committee, Executive Leaders Team
- Finance and Property Committee, meeting of April 17, 2013

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | The Peterborough Sport and Wellness Centre (PSWC) has been in operation since June2005 and is open 364 days a year, 12-18 hours a day. It is estimated that over 350,000 individuals come through the doors each year to utilize the programsand services. This constant volume and use overtime necessitates that renovations are carried out to maintain and improve the conditions of the Men's and Women's change rooms. Working within the existing footprint, staff will be replacing the floor, lockers, benches, showers and create a more functioning change area. Staff will utilize comments from customers over the years to provide the maximum efficiencies within the allocated space.<br><br>The Operating Agreement requires that both the City and the Board approve any expenditure from the *capital conservation fund.*<br><br>Additional detail on the change room renovation and capital replacement timelines is attached. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve spending of up to $250,000.00 from the *Peterborough Sport and Wellness Centre Capital Conservation Fund* to renovate the Centre's men's and women's change rooms.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | Cons:  Increased complaints on the state of the change rooms, increasedcosts in maintaining and keeping the change rooms clean.<br><br>Pros:  Additional sitting area, more functioning change room, additional space, new lockers, lower maintenance costs on repairing showers, tile, etc. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | The PSWC contributes $50,000 annually to the Capital Reserve. ($25,000.00from the City and $25,000.00 from the College).  Currently, the Capital Reserve has $696,243.91 to be utilized for capital projects.<br><br>A withdrawal of $250,000.00 would leave a remaining balance of $446,243.91 in the Reserve. |
| **Prepared by** | Office of the Vice-President Finance and Administration, Board Office |

Below is additional background requested by the Finance and Property Committee in response to the request to utilize funds from the Capital Reserve to renovate the men's and women's change rooms at the Peterborough Sport and Wellness Centre.

## BACKGROUND

**Capital Conservation Fund Objective (Legal Agreement Definition):**
In each budget year, the City and the College shall each contribute a minimum of Twenty-Five thousand Dollars ($25,000.00), or such greater amount as is established by mutual agreement, into a capital conservation fund which shall be used to undertake necessary capital projects to improve or maintain the Centre. Any expenditure from the fund shall be proposed by the Management Team to the Steering Committee with final approval by the parties through their respective annual budget processes. The funds shall be contributed by each party by December 15th in each year, and shall be held by the City in an interest bearing account.

Since 2005, when the Center opened and the Capital Conservation Fund was initiated, there have been the following withdrawals:

**2008**: Commercial Salt System for the Aquatic Centre (known as the Lectranator) Cost of the project: $87,162.95 (Paid for by City only funds in the account)
**2011**: Repair of Exterior East Wall. Cost of the project $25,000.00 (Cost shared equally by both parties).
**2012**: Transfer into the 2012 PSWC Operating Budget to reduce operating deficit. Amount transferred: $54,865.48

**Project Timeline for Proposed Change Room Renovations:**
Staff has entertained feedback from the users and is currently awaiting approval at City Council and the College Board of Governors. Once approval is acquired, staff will commence a tender process including hiring an Architect through the City Finance department with the following timelines:

Approval Process: April-May
Tender Process: May-June
Award of Contract: June
Construction Period: July, August
Completion Date: Early September

**PSWC Asset Management Program:**
Below is an asset inventory of items that would come under the Capital Reserve Account for replacement at the end of their lifecycle.

Shared Major Asset items between Fleming College and the City of Peterborough and expected replacement dates based on the manufacturer recommendations:

- Two Gas Fired Boilers
- HVAC Units #3 (Aerobic Studio), #4 (Office areas, meeting rooms, hallways), #5 (Fitness Centre) – Expected Lifecycle 15 – 20 years
- Flooring (hallways, Fitness Centre, Studio, Meeting rooms) – Expected Lifecycle "Lifetime"
- Fitness Centre Flooring – Expected Lifecycle "Lifetime"
- Roof – Expected Lifecycle 25 years
- Asphalt parking lot – Expected Lifecycle 20 years
- Exterior Glass – Currently replacing cracked glass
- Main Electrical substation (Transformer) – Expected Lifecycle 20 years
- Exterior Lighting – Expected Lifecycle 25 years (Pole), 3-5 years(Lamp)
- Retention Pond – Expected Lifecycle 25 years

**Fleming College Major Assets:**

- Gymnasium Flooring – Expected Lifecycle "Lifetime"
- HVAC Units #1 (Gym A), #2 (Gym B&C) – Expected lifecycle 15-20 years
- Varsity, Referee Change rooms – Expected Life cycle (dependent on usage)

The above items are a reflection of the shared and Fleming major assets contained within the PSWC and their expected lifecycle dependent on preventative maintenance programs and usage.

**Replacement timeline based on the manufacturer recommendations under optimal conditions (in addition to proposed change room renovations):**

**Current Replacements after 7 years:**

- Exterior Glass – Currently replacing cracked glass

**Year 2020 Asset requirement:**

- HVAC Units #3(Aerobic Studio), #4(Office areas, meeting rooms, hallways), #5(Fitness Centre) – Expected Lifecycle 15 – 20 years
- Two Gas Fired Boilers
- HVAC Units #1(Gym A), #2(Gym B&C) – Expected lifecycle 15-20 years
- Varsity, Referee Change rooms – Expected Life cycle (dependent on usage)

**Year 2025 Asset requirement:**

- Asphalt parking lot – Expected Lifecycle 20 years
- Main Electrical substation (Transformer) – Expected Lifecycle 20 years

**Year 2030 Asset requirement:**

- Exterior Lighting – Expected Lifecycle 25 years (Pole), 3-5 years(Lamp)
- Retention Pond – Expected Lifecycle 25 years
- Roof – Expected Lifecycle 25 years
- Fitness Centre Flooring – Expected Lifecycle "Lifetime"
- Gymnasium Flooring – Expected Lifecycle "Lifetime"

## FINANCIAL IMPLICATIONS

**Current Status of Capital Conservation Fund:**
The PSWC contributes $50,000 annually to the Capital Reserve ($25,000.00 from the City and $25,000.00 from the College). Currently, the Capital Reserve has $696,243.91 to be utilized for capital projects. A withdrawal of $250,000.00 would leave a remaining balance of $446,243.91 in the Reserve.

In addition to the revenue received from the $50,000.00 yearly allotment through the legal agreement, the City transfers funds into the account from a Capital surcharge applied to programs and services. Total amount transferred into the account at the end of 2012 is $390,307.32 and is utilized for City expenses as referenced above. At the current input of a minimum $50,000.00 per year, and no additional funds put into the account, the fund would accumulate by the following:

**Year 2015: $596,243.91**
**Year 2020: $846,243.91**
**Year 2025: $1,096,243.91**
**Year 2030: $1,346,243.91**

Note: These reflected amounts do not take into account current or future interest rates.

**Prepared by**:  Geoff Matthews, Manager – Athletics and Recreation

**Fleming College**

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *New Program – Hospitality Management and Leadership*
**PRESENTED BY:** Governor Maki, Chair – Academic and Student Affairs Committee

### SOURCE
• New Program Development and Approval Process, endorsed by the Board January 26, 2011
• Academic Planning and Development Committee, meeting of April 10, 2013
• Academic and Student Affairs Committee, meeting of April 10, 2013

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | The one year intensive program has been designed to provide skills and knowledge required for management and leadership positions within the hospitality industry. |
| **Action Required**<br>• for Information<br>• for Consultation and/orDiscussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Graduate Certificate in Hospitality Management and Leadership* with an implementation date of September 2013, 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.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | **Credential**: Ontario College Graduate Certificate<br>**Program Length**: 30 weeks<br>**School**: Justice and Business Studies<br><br>This additional certificate will benefit both international and domestic students. A range of learning experiences that include applied project work and international case studies have been built into the program that operates 30 weeks in duration, spanning two semesters. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | The flexible delivery format provides both student and staffing efficiencies. |
| **Prepared by** | Office of the Vice-President Academic |

## Fleming College

### SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *College Data Record Retention and Disposition Policy #6-603*
**PRESENTED BY:** Mr. MacDougall, Director – College Information Services

### SOURCE
• Executive Leaders Team, meeting of March 12, 2013

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | This new policy outlines a systematic approach to retaining, archiving and disposition of all data records – paper and electronic.<br><br>The policy was developed to assist staff in determining which records to keep and for how long, and which records can be destroyed and how.<br><br>The policy and its operating procedure have been vetted through legal counsel. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #6-603*, College Data Record Retention and Disposition*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and con<br>• risks | The policy creates the concept of "Office of Primary Interest" which will require department leaders to investigate and articulate their data retention policies in line with current legislation.<br><br>The operating procedures are included with the policy.<br><br>ITS will provide training to staff as departments begin to implement the policy. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | There will be costs savings.  By identifying which records can be destroyed and how they are to be destroyed, we will dramatically reduce our archive and storage costs. |
| **Prepared by** | IT Services |

## SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

| Policy # 6-603   College Data Record Retention and Disposition | |
|---|---|
| Classification:  Section 6 – Information Technology Services | |
| Approved by:  Board of Governors | Date: *May 1, 2013 - Tentative* |
| Replaces: NEW POLICY | |
| Next Policy Review:  2018 | Responsibility:  Executive Leaders Team |

### Policy Statement
This policy is designed to provide guidelines in the retention and disposition of College data records.

### Purpose
This policy provides for retention and disposition of College data records to comply with federal and provincial law, ensure that data is retained for only the period necessary to conduct business, and ensure the continuity of business practices until authorized to dispose of or destroy the data in accordance with defined data destruction processes and procedures.

### Scope
All records, whether they be electronic files, paper, email, voice recordings, written notes, etc., that are created in support of the governance and operations of Fleming College are to be managed in conformance with relevant legislation and this policy. This does not include intellectual creations of faculty, staff and students as outlined in any related and current legislation, agreements or policies.

The primary office of responsibility for this policy is the Chief Information Officer.

### Definitions
**College Records Management Coordinator**: (hereafter the "Records Coordinator") means the person(s) given the responsibility for maintaining a records retention program and coordinating the storage or retrieval of dormant and archival records in a manner consistent with College policy and archival methodology standards.

**Office of Primary Interest or "OPI"** (as used by the Canadian Library and Archives): The office or department that has the main responsibility for a subject area and any related documents. The OPI is accountable for ensuring that its records are maintained according to this Policy. All other areas receiving a record either as a convenience copy or transitory record are not required to maintain the record for the same period of time as the OPI. An example could be the minutes of a committee. The department having responsibility for the committee must ensure that those records are properly protected.  All others are not required to do so, and their copies are considered records of convenience.

### General Principles
1.  All College records produced by employees in the normal course of operations belong to the College.

2.  Staff leaving Fleming College or relinquishing their position must leave all College records.

3.  Each functional unit of Fleming College must create and maintain a Retention and Disposal Schedule for all records for which they are the Office of Primary Interest (OPI). Copies of these schedules must be shared and maintained by the Records Coordinator and reviewed at least annually.

4. The Retention and Disposition Schedule developed by any College functional unit shall be in accordance with any relevant provincial or federal statutes, contractual agreements and any other standards that are applicable.

5. Disposition of College records must ensure that no sensitive information is exposed.

6. Disposition of any centrally stored dormant records will take place automatically according to their disposal status unless the OPI notifies the Records Coordinator of an exception in advance.

7. Any institutional documents that are to be classified as 'archival' must be approved by the Records Coordinator.


**Operating Procedure**

1. Retention and Disposition Schedules
   The retention and disposition schedule are determined based on the needs for each functional unit within Fleming College. Each unit, such as Human Resources, Registrar's Office, Physical Resources, etc., will determine the categories for records for which they are responsible, making them the OPI for that record. Each category will have a schedule that describes the disposition of the record, based on the functional unit's business and legal requirements.

   In some cases, all the unit's documents may be handled in the same manner so that only one category is needed.

   Determining the disposition will establish if the records will be disposed, archived or treated with some special consideration. A records retention and disposition schedule includes:
   - period of time records are considered active and kept on a computer or in office space
   - point at which records become semi-active (dormant) and are transferred to storage or offline media
   - total period of time the records are maintained in storage
   - disposition of records or permanent preservation.

2. Retention Periods
   The retention periods indicated in these schedules are to be used as a recommendation concerning the length of time a record should remain in an active records office or online (A) and the length of time it should be stored in a dormant area (D). This is indicated, for example, by recording "A-2, D-3" for a record having a five-year retention.

   The potential value of records should be evaluated against the cost of storage when establishing records retention periods by avoiding exaggeration of the frequency of reference to records (e.g. an "active record" normally should be referenced 1-2 times per month to retain its status).

   Conditions are reflected in the Comments section of these schedules. On the expiry of its retention period, the actions required are identified. This is usually the ultimate disposition of the records either by secure shredding, erasure or transfer to the archives.

3. Disposition
   The disposition indicated in these schedules is to be used to determine the handling of the document when it is no longer needed. Some documents may need to remain in storage until they are superseded or made obsolete. It is the responsibility of the OPI to inform the Records Coordinator of these changes and to update the storage records. Secure shredding of paper and erasure of electronic records will be done once the dormant period has passed. Those documents that are classified as archival will be kept permanently, but may require a different location for

storage depending upon access and preservation needs. The disposition will use environmentally sound practices that emphasize recycling to handle any material.

## Related Documents
• *Retention and Disposition Schedules* will be created and maintained separately.

## Appendices
Appendix A:  *Data Record Retention and Disposition Procedure template*

## Monitoring of Operating Procedure
Next Review:  *2016*
Responsibility of:  *Chief Information Officer*

Procedure Review Summary:

| Section and Month date, year | Person/Department/Committee |
|---|---|
| Section and Month date, year | Person/Department/Committee |

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**Appendix A to Policy 6-603:** *College Data Record Retention and Disposition*

**[Name of office] Data Record Retention and Disposition Procedure**

| Subject | **[Name of office]** Retention and Disposition Procedure |
|---|---|
| Date of effect | **[Effective date]** |
| Date of last revision | **[If applicable]** |
| Date due for review | **[Insert date]**. Thereafter review at least once every year in line with recommendations in the Fleming College Data Record Retention and Disposition Policy. |
| Revised by | **[Name, Title]** |
| Related legal requirements, codes of practice and/or College policies | [**A legally acceptable retention and disposition schedule should provide the legal and business justification for all retention periods, e.g.:**]<br>• Ontario "Freedom of Information and Protection of Privacy Act" ("FIPPA")<br>• Employment Standards Act<br>• Departmental business needs |

### CONTENTS

This procedure covers the following:

- Objectives
- Purpose
- Scope and Accountability
- Definitions
- Roles and Responsibilities
- Record Retention and Disposal
- **APPENDIX 1**: Retention and Disposition Schedule

**OBJECTIVES**

A record retention system includes the identification, classification and retrieval, storage and protection, receipt and transmission, retention, and disposal or archival preservation of the recorded information. Ideally, a record retention system will ensure records are maintained throughout their life cycle according to accepted standards; are available for decision-making; are protected from unauthorized loss and/or release; and are either stored for long-term or historical purposes or disposed of only when all of the College's legal and operational obligations have been met.

To summarize, a record retention system ensures that:

1. Documents are maintained according to their legal and business requirements
2. Storage of records that are not active is done in a cost effective and organized manner
3. Records that have historical importance to the College are preserved
4. Documents are promptly and securely disposed of when they are no longer needed

In the event that a lawsuit, claim or administrative charge has been initiated or there exists a reasonable belief that a lawsuit, claim or charge will be initiated – all relevant data and records must be preserved and safeguarded until the litigation or proceeding has terminated and the time for all appeals has expired.

**PURPOSE**

The **[name of office]** has developed this procedure to:
- Establish standard practice for the retention and disposition of **[name of office]** records, regardless of format (whether paper or electronic, including email)
- Establish standard schedule for the transfer / disposal of records **(Appendix 1)**
- Preserve College history (but with the understanding that only a small percentage of records continue to have value indefinitely and are kept permanently)
- Define responsibilities for the creation of policies and standards relating to, and the management of, **[name of office]** records.

**SCOPE AND ACCOUNTABILITY**

All records created, received, and/or maintained by **[name of office]** employees and those acting as agents in the course of their duties on behalf of **[name of office]**, regardless of physical form or characteristic (including paper, electronic, audiovisual, microform), are considered **[name of office]** property and subject to its control.

The policy therefore applies to all staff members of the **[name of office]** and all its direct predecessor organizations or bodies and covers all records regardless of format, medium or age and impacts upon those who:
- create records, including electronic records (e.g. email);
- have access to records;
- have any other responsibilities for records, for example storage and maintenance responsibilities;
- have management responsibility for staff engaged in any these activities.

**DEFINITIONS**

**Record:** any information contained in any physical medium which is capable of preserving such information. Includes any information contained in the original and in any copy of correspondence, memoranda, forms, directives, reports, drawings, diagrams, cartographic and architectural items, pictorial and graphic works, photographs, films, microforms, sound recordings, videotapes, videodisks, and video cassettes, punched, magnetic and other cards, paper and magnetic tapes, magnetic disks and drums, holographs, working papers, and any other documentary material or electro-magnetic medium - including electronic mail, regardless of physical form and characteristics.

**Case File:** [Explain the relevant "case file(s)" in your office, if applicable (e.g. student file, financial file, complaint file, etc). A **case file** is a file that contains documents that relate to a specific, time-limited entity or event, such as person, event, project, or organization. A **case file series** is a set of files that deal with similar types of cases, such as client files or project files.]

**Subject Files:** [Explain the relevant "subject file(s)" in your office, if applicable (e.g. samples of policies, advice from experts, newspaper articles, etc.) A **subject file** is a file that contains documents that relate to the same topic or subject matter. They are created because it is easier to retrieve records that are grouped together because they deal with the same subject matter. In practice, subject files are usually based on a topic, a type of document, or a source. This is very different from case files, which tend to be very homogenous throughout the series.]

**Active Record:** A paper or electronic record that is usually less than two years old and to which reference is sufficiently frequent that it must be held in close proximity for operational purposes.

**Dormant Record:** A record that is usually more than two years old and to which access is neither frequent nor urgent enough to warrant maintenance in relatively expensive office space.

**Electronic files:** Any electronic record stored either on a personal computer, central computing facility or electronic device. Online storage is usually considered to be records that are located on an active disk or memory device. Offline storage can be any storage medium such as diskette, tape, CD, DVD, USB key, etc. or a remote storage facility.

**Non-Records:** Records created incidental to performance of the College's core activities. They are "operational", "support", and "service" type records which are considered to be of temporary value to the **[name of office]** (.e.g. duplicate copies of correspondence, duplicate copies of records used for short term reference purposes, blank forms, and transitory messages used primarily for the informal communication of information, etc.). Transitory messages do not set policy, establish guidelines or procedure, certify a transaction, or become a receipt. Transitory messages may include but are not limited to e-mail messages with short-lived or no administrative value, voice mail, self sticking notes, document drafts, meeting notes, and telephone messages. Non-records and transitory messages should be maintained for as long as administratively needed, and the retention schedules do not apply. Non-records should be discarded when their business use has ended.

**Retention Periods:** The retention periods indicated in the **[name of office]** Retention and Disposition Schedule (Appendix I) are to be used as a recommendation concerning the length of time a record should remain in an active records office or online (A) and the length of time it should be stored in a dormant area (D). This is indicated, for example, by recording "A-2, D-3" for a record having a five-year retention.

**College Records Management Coordinator**:  (hereafter the "Records Coordinator") means the person(s) given the responsibility for maintaining a records retention program and coordinating the storage or retrieval of dormant and archival records in a manner consistent with College policy and archival methodology standards.

**Office of Primary Interest** (OPI – as used by the Canadian Library and Archives): The office or department that has the main responsibility for a subject area and any related documents. The OPI is accountable for ensuring that its records are maintained according to this Policy. All other areas receiving a record either as a convenience copy or transitory record are not required to maintain the record for the same period of time as the OPI. An example could be the minutes of a committee. The department having responsibility for the committee must ensure that those records are properly

protected.  All others are not required to do so, and their copies are considered records of convenience.

## ROLES AND RESPONSIBILITIES
The **[position title]** is ultimately accountable for the record keeping and records management practices of **[name of office]** and ensuring it follows this procedure. Note that the Fleming College Data Retention and Disposition Policy recommends the development of department-specific records management plans which include record retention schedules.

The **[position title]** is committed to enhance accountability, transparency and improvement of service delivery by ensuring that sound records management practices are implemented and maintained.

The **[position title]** supports the implementation of this procedure and requires each staff member to support the values underlying in this policy.

The **[position title]** shall mandate the **[position title]** to perform such duties as are necessary to enhance the record keeping and records management practices of **[name of office]** to enable compliance with legislative and regulatory requirements.

All **[name of office]** employees will be responsible for creating and maintaining records in relation to their work that are authentic and reliable.

Staff with specific responsibilities for records management will have these clearly defined in their job descriptions.


## RECORD RETENTION AND DISPOSAL

### *What must be stored?*
The retention periods outlined in a disposition schedules apply to "original," official corporate documents of the College. "Copies" or "duplicates" of any documents can be disposed when they are no longer required for reference purposes and they do not contain comments or quotes that may alter the purpose or direction of the record. These comments or quotes then become the record and should be maintained by the OPI. Records with administrative, legal, fiscal and long-term historical value must be retained for varying periods (even permanently) as determined by a records schedule.

### *How are they stored?*
Active records are kept where they are readily available for use, either as a paper copy in the local office or as an active electronic file. Once a record no longer needs to be kept readily available, it becomes a dormant record that must be stored with sufficient information to determine the OPI, their creation and storage dates, their Retention and Disposition status and other relevant information as determined by policy. These records must be retrievable within an appropriate period of time based on any requests from their OPI or other authorized parties.

### *Disposition of records*
Once the lifecycle of a record has expired, the record should be disposed in a safe and secure manner as described in the disposition section of the schedule. Electronic erasure of a computer file will be considered adequate for records. Any records stored in backups will be allowed to expire and the media reused.

### *Archived Files: Who decides if they are to be archived?*
In consultation with the OPI, the Records Coordinator will determine if an institutional record needs to be archived due to its significance to the College. The goal of archived records is to preserve a

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historical record of the College for the future. These records must be stored and maintained in a manner that preserves the material from deterioration or damage or from technological change. A catalogue of archived items is maintained that includes information on the OPI, storage date and status of any archived material as well as any historical context for the material.

It is important that disposal of records happens as part of a managed process and is adequately documented.  Therefore, **[name of office]** must have in place clearly defined arrangements for the appraisal and selection of records for disposal, and for documenting this work.

The system should ensure that:
- The appropriate records are reviewed and disposed of / transferred to storage each year in accordance with this policy;
- Documentation of the disposal/transfer of records is completed and retained;
- Records subject to litigation, investigation and/or a Freedom of Information and Protection of Privacy request are not destroyed. Once the case has concluded, the records may be destroyed in accordance with this policy;
- When authorised, destruction of records must be completed securely, either by using an on-site shredder or through a company specialising in secure document destruction
- Staff will record the date of the disposal of the records, the month, year and means by which they were destroyed and how many files were destroyed.  Care should be taken, however, to not retain identifying personal information in these disposal logs (except perhaps case file numbers or range to document that that specific case was disposed).
- Special care should be taken when disposing electronic documents or media that contain electronic documents. An approved data destruction tool must be used to destroy any electronic data on any device or media prior to disposal of the device/media. A typical "reformat" is not sufficient as it does not overwrite the old data.

**Note**:  Ontario's ***Freedom of Information and Protection of Privacy Act*** (*FIPPA*) and the ***Municipal Freedom of Information and Protection of Privacy Act***(*MFIPPA*) and their respective regulations point to requirements for retention and disposal of personal information as well as general government records.

| APPENDIX 1 |
| :---: |

## [Insert Office] Retention and Disposition Schedule

| Coding for "Record Security" (indicates degree of record security): | Coding for "Years" (indicates retention length): |
| :--- | :--- |
| **High** - Protection of data is required by law or College Policy, practice and regulations;<br>**Medium** - Protection of data is not otherwise protected by statute or regulation, but Fleming has a contractual obligation to protect the data;<br>**Low** – Data has no requirement for confidentiality. | **A** = Length of time retained in active records<br>**D** = Length of time retained in dormant area<br>**FY** = Fiscal Year (April 1 to March 31)<br>**AY** = Academic Year (September 1 to August 31)<br>**CY** = Calendar Year (January 1 to December 1) |

| Item # | Record Security *(see above)* | Title of Records Series | Format | Office of Primary Interest | Location | Active and Semi-active retention | Total Retention | Final Disposition |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1. | High | e.g. Student file | Paper | RO | Filing cabinets (Active) and storage boxes (Dormant). | A4￼D3 | Graduation or date of last registration + 7 years. | Shred |
| 2. | High | e.g. Personnel File | Paper | RO | Filing cabinets (Active) and storage boxes (Dormant). | A3￼D4 | Termination + 7 years. | Shred |
| 3. | High | e.g. Personnel File | Electronic | RO | Shared directory. | A7 | Termination + 7 years. | Delete |

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *ITS User Account Management Policy #6-602*
**PRESENTED BY:** Mr. Fitch, Director – IT Operations

### SOURCE
• Executive Leaders Team, meeting of March 12, 2013

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | This policy has been developed to formalize a number of practices and policy requirements related to user accounts and access.  It defines responsibilities of IT and HR departments, individual managers, etc. and clarifies ownership and entitlements.<br><br>This policy works in tangent with the Data Record Retention and Disposition (#6-603) and the Information Technology Appropriate Use (#6-601) policies.<br><br>The policy and its operating procedure have been vetted through legal counsel. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #6-602*, ITS User Account Management*, as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | The College has a large number of legacy accounts.  Keeping these accounts creates a threefold problem:<br>• our systems must be dimensioned for a larger number of users than necessary<br>• we have a responsibility to provide access to this data under Freedom of Information<br>• large numbers of old user data present a liability under the Freedom of Information and Protection of Privacy Act.<br><br>The policy formalizes the account retention, the duration of accounts, ownership and entitlements.  The intentions of this policy have been vetted by the Privacy Council. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | Software licensing models are changing in that there are increased instances of being charged on a per user basis rather than a flat fee.  This, in conjunction with a requirement for overly-large systems, creates an inefficient use of college funds. |
| **Prepared by** | ITS |

## SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

| Policy # 6-602   ITS User Account Management | |
|---|---|
| Classification:  *Section 6 – Information Technology Services* | |
| Approved by:  Board of Governors | Date:  *May 1, 2013 - Tentative* |
| Replaces:  NEW POLICY | |
| Next Policy Review: *2018* | Responsibility*:* Executive Leaders Team |

### Policy Statement

This policy guides the management of Information Technology user network accounts to ensure that individual users have the appropriate level of access to systems, software and information to fulfil their role and to ensure the College's information and systems are used appropriately.  This  policy ensures fair and consistent practices are followed when accessing individual user accounts and the information they contain,  including the deletion of any data held in a user's personally assigned network space (H: drive) or email**.**

### Purpose

This policy establishes the definitions, scope, and responsibilities relating to the consistent and appropriate management of IT User accounts provided by Fleming College.

### Scope

This policy applies to everyone with a Fleming College IT Network user account

The primary office of responsibility for this policy is the Chief Information Officer.

### Definitions

**ITS:**  Information Technology Services, referring to the department responsible for information technology

**HR**:  Human resources, referring to the department responsible for human resources

**Network Account**: A user network account is an IT account created by the IT Services department for the sole purpose of enabling employees and students of Fleming College to access IT systems and associated data enabling them to study and work at Fleming College as appropriate within their role.

**Staff Account**: This account applies to an employee of the College who is required to use ITS services in the course of their work. They are identified by a unique employee ID

**Student Account**: A Student of the College requiring access to College information, software applications and services as part of their studies. They are identified with a unique student number.

**Student Employees**: A Student user with a student number that requires elevated access to other systems in order to fulfill their employment duties at the College for a period of time defined in their employment contract.

**College Affiliate Account**: This account is created for individuals from partner organizations (e.g., High School / Dual Credit Students) for a period of time defined when the account request is made.

**Third Party Contractor Account:** This account is created for third party employees or companies requiring recurring use of the College systems (e.g., Aramark, Omni, Consultants) for a period of time defined when the account request is made.

**Temporary Account**: An account with internet access and printing services enabled for a short term period defined when the account request is made.

**Utility Account**: Used by ITS to allow local administrative access to the logged in workstation in order to install specialist software etc.; usually associated with an employee of the College.

**Admin Account**: These accounts are typically associated with higher level privileges including local workstation administrator and directory administrator rights. Because of their level of access, these accounts are restricted to Fleming ITS staff or in the case of third party software the designated Manager of the area.

**Account Secure**: This term is defined as the users account password being changed to an unknown random password to prevent login access to the account. The account will still exist but no user will be able to login to that account. Un-securing the account will require the setting of a known password by ITS.

**Account Disable**: This term is used for a user's account being placed into a disabled state within the user directory. This state differs from expiry in that proxy access can still be granted to an email account or data. For example when a retiree leaves employment they may have email & data that is still pertinent to College business. It is the interim state in which a user account begins its migration to full termination and deletion.

**Account Expire**: Accounts set to expire are effectively closed for further use; services supplied to that account are unavailable. Account expiry is limited to non-personal accounts such as utility accounts, or 3rd party contract staff with a known termination date.

**Account Deletion**: At this stage the account credentials are deleted from active directory all email and personally assigned network space data is deleted. Data on public or group drives is the responsibility of the Department that uses such data and parameters on retention and storage of information can be found in Policy # 6-603 ITS – Data Retention and Disposition.

## General Principles

1. Supervisor responsibilities: Administrative heads of schools/departments are responsible for establishing and managing the validity of IT user network accounts used by their staff. These responsibilities include:

   - Authorising access and privileges for members of their department in order to access Fleming College IT systems and data within their responsibility as appropriate or required, either as a new user or as an amendment of current user status.

   - Notification of renewing, retiring, and revoking user authorizations and privileges within their responsibility as appropriate.

   - Ensuring that breaches of this protocol occurring within their unit are resolved and/or referred to IT Services, as appropriate and to participate in any potential ongoing investigation.

2. Fleming College IT Services responsibilities include:

- Using and maintaining any user information responsibly, confidentially and within the guidelines of this policy, the appropriate use policy, and any relevant legislation (FIPPA, PHIPA, PIPEDA).

- Responding to user change requests in adherence to this policy referring any deviance from this request to the CIO or delegated authority.

- Creating/maintaining and deleting user accounts and data within the guidelines of this policy.

- Maintaining the practices as detailed in this document.

3. Human Resources responsibilities include:

- Advising ITS when employees are hired and who, as part of their job duties, require access to the services covered by this policy.

- Processing in the HRIS system, regular and temporary staff and job changes as submitted by hiring leaders and HR staff, and related impacts to human resources and payroll*.*

- Responding to requests from ITS staff for reports on employment status changes including retirements, terminations and layoffs.

4. User responsibilities include:

- Under the ITS appropriate use policy, users are responsible for maintaining the security of their user network account credentials (username and password) and the associated access to data.

- Users can provide proxy access to their own personal data to others via College IT systems. Users who provide proxy access to their email account and manage trustee rights to their own data in shared and personal drives are fully responsible for any implications or impacts from their actions.

- ITS is not responsible for maintaining user account proxy/trustee rights access beyond providing 3rd party access to personal data as detailed in the procedures.

- Before leaving the college users in consultation with their manager will make the appropriate arrangements for copying over the data to the appropriate archive (their own drive/shared drive).  Once users leave the college their data will be deleted in accordance with this policy.

**Operating Procedure**

1. Access to User Accounts by Others
   Upon CIO/or designate approval, ITS will provide the following access services:
   - access to personally assigned network space  and, or, create new space for local user
   - proxy access to email account and, or, create new email account
   - auto forwarding of email to another user (re pointing)

   Proxy access and auto forwarding of email will require the ITS team to access the account in question. Upon approval the access requester assumes responsibility to handle the data

responsibly and with confidentiality. This access to the specified User Account data will be restricted to a limited time as specified in the schedule in the Appendix.

Email/proxy/alias re pointing will be restricted to a maximum time as specified in the schedule in the Appendix.

2.  <u>Short notice account secure</u>
    These requests are defined as requests that are needed to be acted upon quickly in the best interests of the College, for example, in the event of a termination of employment. Such requests are sensitive and confidential in nature and as such must be made directly to the CIO or designate without submitting a ticket.

    Due to the sensitive nature of such an action these requests to disable accounts will only be supported from the following sources:

    •   Staff (Administrators, Support Staff and Faculty) – by the Vice-President HR or their delegated authority, or a member of the Executive Leadership Team.

    •   Student – Dean, Student Services Leaders, HR human rights delegate or the Executive Leadership Team. In this event, the student rights and responsibilities process and procedure shall then be invoked.

3.  <u>Automatic or scheduled disabling</u>
    •   *Staff retirees*
        Staff retiring from the College shall have their accounts disabled after a minimum period as specified in the schedule in the Appendix following their retirement date as advised by the Benefits Administrator within HR. The retiree will be informed of the impending closure by HR Benefits Administrator during the retirement engagement meeting.

    •   *Staff leaving employment*
        Staff leaving employment from the college shall have their account disabled after a minimum period as specified in the schedule in the Appendix following  their leaving date. It is the responsibility of the manager to inform ITS of staff leaving their employ.

    •   *Account expire*
        Account expiry is limited to non-personal accounts such as utility accounts or third party contract staff with a known termination date. Expiry dates are set by ITS according to use. Maximum expiry date for non-student employees is specified in the schedule in the Appendix.. Student employees' expiry will be set separately for a period specified in the schedule in the Appendix.

    •   *Account deletion*
        Student:  Student accounts will remain active unless there is no login to directory services or email for a period specified in the schedule in the Appendix after which the account will be disabled by ITS. Personally assigned network space and email data shall be deleted. Student employees will come under the same governance as Staff.

        Staff:  Staff accounts will remain active unless there is no login to directory services or email for a period specified in the schedule in the Appendix after which the account will be disabled by ITS. Personally assigned network space and email data shall be deleted.

        3 Party - 3<sup>rd</sup> party/Contractor accounts will remain active unless dormant for a period specified

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in the schedule in the Appendix after which all account and email data shall be deleted.

Utility:  Utility accounts are deleted as appropriate under bi-annual reviews.

4. <u>Removal/remapping of public drives</u>
   A ticket will be submitted detailing the request from the user's immediate manager and/or the Vice President of HR or their delegated authority.

5. <u>Returning users</u>
   Users who have been away from the College but return after their personally assigned network space data is deleted will not have their accounts reactivated. They will be given new accounts.

## Related Documents
• ITS – Data Retention and Disposition, *Policy #6-603*
• FIPPA, PHIPA, PIPEDA

## Appendices
*Appendix 1:*  User Account Policy Schedule

## Monitoring of Operating Procedure
Next Review:  *2016*
Responsibility of:  *Chief Information Officer*

Procedure Review Summary:
Section and Month date, year                    Person/Department/Committee
Section and Month date, year                    Person/Department/Committee

## SUBMISSION TO THE BOARD OF GOVERNORS

**SUBJECT:** *Fleming College Business Plan 2013-2014*
**PRESENTED BY:** Ms. Crook, Vice-President Human Resources and Student Services

### SOURCE
- Minister's Binding Policy Directive, *Governance and Accountability Framework*, revised September 2010
- Ministry Operating Procedure under the Policy Framework, *Business Plan*, revised June 2011
- Executive Leaders Team
- Fleming College Strategic Plan 2010-2015, approved May 26, 2010 (motion BoG May26, 2010 #6)
- *Toward a Strategic Mandate Agreement for Fleming College*, submitted to the Ministry of Training, Colleges and Universities, October 2012

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• Other relevant information | The business plan allows the Fleming College to plan its operations for the fiscal year within the framework outlined in the strategic plan.  It identifies to the public and to the provincial government the operational outcomes that the college expects to achieve in the year.  The Ministry uses the information provided in the business plan to advise and inform government planning and policy making.<br><br>Section 8 of O.Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 requires the College to make the plan available to the public and submit it to the Director of the Postsecondary Accountability Branch at the Ministry of Training, Colleges and Universities by June 30 of each year.<br><br>The policy directive requires the Business Plan to be prepared in accordance with the Business Plan Operating Procedure, which sets out minimum requirements of the annual plan. |
| **Action Required**<br>• for Information<br>• for Consultation and/or Discussion<br>• for Approval (include motion) | **For Approval**<br><br>**THAT the Board of Governors of Sir Sandford Fleming College approve the *2013-2014 Fleming College Business Plan,* as circulated.** |
| **Considerations, Impacts and Options**<br>• pros and cons<br>• risks | Lead by the Executive Leaders Team, the 2013-2014 Business Plan was prepared with the input of all areas of the College.  The Strategic Mandate Agreement is core component of the Plan.<br><br>The Board will receive an update on the plan in late fall 2013, which will ensure goals are on track for completion and remedial action taken if required.  The College will publish a report on the performance of this Business Plan through the Annual Report, in July 2014.<br><br>The Business Plan is presented to the Board one month earlier than in past years, which better aligns with the fiscal year and approval of the financial plan.<br><br>Risks to achievement of the business plan include falling short of our enrolment plan or a change in government or direction of government that could impact resources or create new, competing priorities. |
| **Financial Implications**<br>• staff, facilities, equipment<br>• impact on budget | Financial implications of the objectives contained in the business plan are included in the 2013-2014 budget.  Following approval of the budget and prior to submission to the Ministry, budget information will be attached to the business plan as Appendix A. |
| **Prepared by** | Office of the Vice President Human Resources, Board Office |

## Introduction

Our Strategic Mandate Agreement is at the heart of this year's business plan and as such our focus is to improve innovation and productivity, develop relevant and unique partnerships, continue to enhance academic quality, be exemplar in integrating education and work and delivering results this year that will set the stage for future years. We also want to continue our work in proposing a 'Center of Excellence' in applied environmental and natural resource science. We will continue to infuse our Core Promise to Students into our work because it represents why students and employees should choose Fleming.

We have a proven track record of innovation, academic quality and productivity. We understand that innovation is the planning and implementation of purposeful changes – both large and small – that improve results. This understanding will make us better.

Our business plan priorities for this year focus on improving strategic enrolment management and thereby delivering strong growth, enhancing quality and the capabilities of our staff as well as our key performance indicators, financial sustainability and efficiency improvements through the use of Lean and the implementation of a corporate sustainability plan.

This year we will implement our objectives with excitement, innovation and a resolve to achieve. This plan gives us the winning strategies to meet the changing needs of employers, the evolving expectations of students, the emerging demands of technology and the needs of employees for a strong, engaging work environment.

Our students succeed through personalized learning and innovation and achievement that is powered by our people.

## Vision, Mission and Core Promise from Strategic Plan

### 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, service and applied research.

### Core Promise to Students

At Fleming College, 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.

For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

### Strategic Mandate Agreement

True to our namesake and his legacy, Fleming College will be:

1.      An innovator and exemplar in integrating education and work.

2.      Ontario's Centre of Excellence for applied education and applied research in environmental and natural resource sciences.

3.      A model of productivity and performance excellence in Ontario's postsecondary education system.

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**Assumptions**

1. We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Although Fleming and other colleges will seek adjustments to funding allocations to recognize the circumstances of mid-sized colleges, we cannot count on receiving them.

2. Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality assurance of our programs and services.

3. In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrollment growth targets while also continuously improving our operational processes through innovation and redesign.

4. Student expectations are now a 'moving target'. New technologies, new access to knowledge and skills, increased mobility, competition and choice must inform and guide our efforts.

5. Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.

6. Applied Research is gaining significant attention both federally and provincially. Fleming has already established credibility and profile; we can and should capitalize on that.

7. In order to meet financial challenges and invest more in key aspects of students' education, we have to streamline and redesign our processes. This requires creative thinking and the discipline associated with a Lean or continuous improvement philosophy.

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**Business Plan Priorities for 2013 – 2014**

Priorities across the College for the upcoming business year include:

1. Implement targeted Strategic Enrolment Management (SEM) improvements arising from our SEM Review project such that we ensure we meet or exceed the 2013/14 Enrolment Plan.

2. Develop the Official Enrolment Plan for 2014/15 to ensure that we meet or exceed our annual enrolment growth target of 2–3%.

3. Develop and implement targeted academic improvement initiatives that reflect at least 60% of the Learning Experience Key Performance Indicators (KPI's) as 'above average', with 40% rated in the 1st quartile provincially.

4. Ensure that all college programs are in full compliance with the Program Quality Assurance Process Audit (PQAPA) quality assurance criteria, all applicable external accreditation requirements and the annual schedule of program review and/or curriculum renewal requirements and yield an aggregate KPI rating of at least 85% for Overall Quality of Programs.

5. Emphasize innovation, productivity and accountability by supporting the design and development of high quality programs and student learning experiences. Implementation of the 2012/13 Common Block Development (CBD) initiative and the implementation of defined improvements and/or advancements arising will be the measures of success.

6. Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 3% over the previous year in student satisfaction, for services not already in the 1st quartile.

7. Continue to enhance inclusiveness and accessibility implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. Success will be measured by completion of the AODA plan and the business plan objectives that relate to international and aboriginal students.

8. Ensure Kawartha Trades and Technology Center (KTTC) is constructed within budget and on time and this also includes ensuring that the facility design and equipment is best in class and that the funds to support the capital equipment are secured.

9. Implement the approved Corporate Sustainability Plan. Success will be measured by the achievement of first-year targets and outcomes.

10. Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

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**Key Business Plan Objectives 2013 – 2014**

**1.0     Achieving Excellence in Student Learning**

**Strategy 1.1**
Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

   **Objective:**
   Implement our Work Integrated Learning Enhancement Strategy Consistent with our Strategic Mandate Agreement. Success will be measured by improved KPI scores for designated KPI's (Q. 21, Q. 22, & Q. 23)

**Strategy 1.2**
Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

   **Objective:**
   Continued development and implementation of targeted academic KPI improvement initiatives. Success will be measured by KPI ratings that reflect at least 60% of student learning experience KPIs as "above average", with at least 40% rated as 1st quartile provincially.

**Strategy 1.4**
Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's values and Core Promise to Students.

   **Objective:**
   Ensure that all College programs are in full compliance with the PQAPA quality assurance criteria; all applicable external accreditation requirements; and the annual schedule of program review and/or curriculum renewal requirements and are demonstrating good quality standing. Success will be measured by our achievement of a student satisfaction rating of at least 85% on Overall Quality of Programs (KPI Q. 26).

**Strategy 1.5**
Develop an e-learning strategy that prepares our graduates for lifelong learning.

   **Objective:**
   Fulfill the year-two implementation plan as set forth in our e-learning strategy.  Success will be measured by the attainment of the defined deliverables for year-two of the strategy including the successful transition to our new learning management system and the approval and launch of 5-year e-learning plans for all programs.

**2.0     Providing Superior Services & Facilities**

**Strategy 2.1**
Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

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**Objectives:**

Develop and implement targeted KPI improvement initiatives in services and facilities.  Success will be measured by an improvement of at least 3% over the previous year in student satisfaction, for services not already in the 1st quartile.

In consultation with Student Administrative Council/Student Association continue to upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades, smart group study spaces, student webmail to MS-365, and virtual desktop pilot to achieve a KPI rating in the top quartile.

Implement the Registrar's office and continuing education operations systems priorities identified in the Registrar's Office plan. Success will be measured by feedback from staff and students and the successful implementation of related system activities.

Design and implement a redesigned transfer credit process that includes systems enhancements, improved communications, clarity of roles and responsibilities, clear documentation and enhanced data management. Success will be measured by feedback from staff and students.

Implement a co-curricular record for students by formally recognizing designated out of class achievements (milestones include purchase of specialized software and development of formal criteria and protocols). Success will be the full implementation of the co-curricular record within the academic year.

Implement a multi-year facility renewal project at our Frost Residences. Major renewal projects for 2013-14 year will be I.T. infrastructure, life safety system replacement, appliance replacement, furniture replacement and renovation of office space. Approximate cost $500,000. Success will be measured by on time and on budget implementation.

Implement a library improvement strategy that includes implementation of Discovery Service to enable search of entire collection at once, a significant increase to size of ebook collection and the integration of library services within academic structures including Learning Management System, Learning Commons, classrooms and the curriculum. Success will be measured by on time and within budget implementation and feedback from students.

Complete facility improvement projects to improve student satisfaction that include construction of a Sportsfield complex in 2013 through partnership with City of Peterborough, renovation of the Frost fish hatchery facility to support the Aquaculture program launch, installation of accessibility furnishings for classrooms and washrooms and completion of  priority deferred maintenance projects such as roof replacement in the Brealey lower cafeteria. Success will be measured by these projects being successfully completed on time and on budget.

**Strategy 2.2**
Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.

**Objective:**
Complete year-two of the Information Technology Strategic Roadmap projects including: Windows 7 upgrade; transition and upgrade to Active Directory; student email to the MS 365; staff email to Outlook/Exchange and Virtual Desktop pilot (BYOD and eLearning platform.  Successful completion of year-two of the strategic roadmap implementation of ongoing training initiatives for the new environment will be the measure of success.

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**Strategy 2.3**
Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.

**Objectives:**
Improve the experience of student athletes and profile of the College by developing two artificial turf sport fields (FIFA standard) in partnership with the City of Peterborough. Completion of this project is slated for Fall 2013. Completion on time and on budget will be the measure of success.

Ensure the Kawartha Trades and Technology Center (KTTC) is constructed within budget, and is on track for substantial completion by Spring 2014 and open for full operation in September 2014. Success will be measured by this project being successfully completed to its design specifications, on time and on budget.

Complete the Brealey Campus Stormwater Management Plan by constructing the pond required for KTTC and the new Sportsfields. Completing this project on time and on budget will be the measure of success.

**Strategy 2.4**
Provide training and services to employees to enable achievement of the Core Promise to Students.

**Objective:**
Increase number of key employees trained in the areas of Safe Talk, Aboriginal Cultural Safety and Positive Space. A minimum of four sessions of each will be offered to ensure that we are enhancing employee capabilities to deliver our core promise. Strong participation in these offerings will be the measure of success.


**3.0    Leading in Sustainability**

**Strategy 3.2**
Reduce waste and the college's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.

**Objective:**
Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implementation of a Data Retention and Archiving Policy and beginning the transition to a corporate staff portal (Sharepoint) and electronic document management will be the measures of success.

**Strategy 3.3**
Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.

**Objective:**
Implement the approved Corporate Sustainability Plan. Success will be measured by the adoption of program targets and attendant attainment strategies for achieving the defined expansion targets for sustainability-focused and sustainability-related courses.


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**Strategy 3.4**
Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.

**Objectives:**
Increase Fleming faculty and student engagement.  Success will be measured by the adoption of defined curricular alignment and engagement goals for at least 25% of SENRS programs.

Complete construction of the expansion of CAWT laboratory (funded by the Canadian Foundation for Innovation) on budget by Fall 2013 in order to optimize academic research efficiency and innovation.  Success will be measured by this project being successfully completed on time and on budget.

**Strategy 3.5**
Design and implement community-based applied learning opportunities to contribute to sustainable communities.

**Objective:**
Expand the scope and scale of our current sustainability-related community-based applied learning opportunities.  Success will be measured by the development of an expansion plan for implementation in 2014/15.


**4.0     Growing with Positive Results**

**Strategy 4.1**
Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

**Objectives:**
Successfully implement the 2013/14 Enrolment Plan and develop the Official Enrolment Plan for 2014/15. Success will be measured by fulfillment of the 2013/14 Enrolment Plan and approval of the 2014/15 Plan.

Continue emphasis on gaining market share in selected domestic markets and key market segments (non-direct students and university students).  Achieving the targets set for these market segments will be the measure of success.

Implement international development strategies including expansion of recruitment activities to the China market, maintenance of recruitment activities in the Indian market and introduction of a scholarship program for international students. Success will be measured by meeting international enrolment targets included in the enrolment plan.
Implementation of our comprehensive 3-year campus growth plans.  Success will be measured by meeting or exceeding our 2013/14 enrolment plan while also meeting targets for new program development sufficient to fulfill 2014 and 2015 enrolment forecasts.

**Strategy 4.2**
With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

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**Objective:**
Full Implementation of our Strategic Enrolment Management Review improvement plans.
Success will be measured by meeting or exceeding our 2013/14 enrolment plan.

**Strategy 4.4**
Expand part-time and continuing education activity levels consistent with or above the overall college growth target.

**Objective:**
Complete three-year continuing education growth plans for all schools.  Success will be measured by meeting or exceeding 2013/14 Continuing Education enrolment and net revenue targets.

## 5.0      Building Community Success

**Strategy 5.1**
Work in partnership with our communities to contribute measurably to economic and community development.  These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

**Objective:**
Develop fully formed programs and partnerships in support of the KTTC.  Success will be measured by our full readiness for the successful implementation of our KTTC programming effective September 2014.

**Strategy 5.5**
Enhance programs and services to Aboriginal students to improve access, participation and success of Aboriginal learners.

**Objective:**
Implement the Aboriginal Self Identification protocols during the 2013 – 14 academic year, as recommended by the provincial task force. This is in addition to the Cultural Safety training for employees.  Successful implementation will be the measure of success.

## 6.0      Developing the Fleming Working Environment

**Strategy 6.1**
Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

**Objective:**
Champion a focussed, comprehensive development program that includes differentiated offerings, integrated learning and individual development plans. For faculty this means providing the capabilities needed to successfully engage in common block development time. For support staff it means creating modules to enhance critical capabilities needed by the organization and acknowledging this work through a Fleming certificate. For leaders, it will involve varied developmental opportunities identified through succession planning. Effective implementation of the plan, strong participation rates and the achievement of business objectives will be the measures of success.

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**Strategies 6.2**

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

**Objective:**

Create and implement solutions that address major gaps identified through our Employee Engagement survey. Once the results are fully analyzed, key priorities that will have the biggest impact on employee engagement will be tackled first. Success will be measured through staff focus groups, leader check-ins and a majority of leaders achieving 'fully successful' and/or 'above' performance ratings on their related leadership objectives.

**Strategy 6.4**

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

**Objectives:**

Continue to enhance inclusiveness and accessibility implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. Success will be measured by completion of the Accessibility for Ontarians with Disabilities Act plan and the business plan objectives that relate to international and aboriginal students.

Emphasize innovation, productivity and accountability by supporting the design and development of high quality programs and student learning experiences. Implementation of the 2012/13 Common Block Development (CBD) initiative and the implementation of defined improvements and/or advancements arising will be the measures of success.

**Strategy 6.5**

Regularly seek feedback and evaluate the college's progress in relation to our Core Promise values and strategic priorities.

**Objective:**

Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

LEARN  I  BELONG  I  BECOME

## Conclusion

We believe that we have a strong business plan with objectives that will ensure significant progress towards a dynamic future.

We recognize that the environment is competitive with financial constraints and resource limitations. These challenges will be addressed by being innovative, efficient, focused on quality and personalized learning and support and through the input of both students and staff. We will approach this year balancing both the efficiency and growth side of our work.

We are confident that we will end this year much closer to the college of our future; one that delivers our Core Promise to students, values and engages staff, is entrepreneurial and even more innovative than we were five years ago.

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## REPORT TO THE BOARD OF GOVERNORS

**SUBJECT:** *President's Report*
**PRESENTED BY:** Dr. Tilly, President
**ACTION:** For Information

### Ministry of Training, Colleges and Universities

- New research published by the *Higher Education Quality Council of Ontario* found that students who participate in on-campus activities like student government, residence associations and peer mentoring are more likely to improve several core skills such as mobilizing innovation and change, communication, personal time management, problem solving, and analytical skills.

- According to the panel convened by the HEQCO to review Strategic Mandate Agreement submissions from the province's postsecondary institutions, government must play a more active, assertive and purposeful role to drive system-level planning and change. The Panel's report is available at http://www.heqco.ca/en-CA/About%20Us/policyadvice/Pages/smas.aspx.

### Colleges Ontario

- According to *Key Performance Indicators* released (April 17, 2013) for Ontario colleges, 83% of graduates entering the labour force in 2012 found jobs within six months. 93% of employers were satisfied or very satisfied with the quality of the graduates they hired. More than 87% of graduates reported being satisfied or very satisfied with their program in terms of it giving them knowledge and skills that will be useful in their future career. Just over 80% said they were satisfied or very satisfied with the overall quality of the learning experiences in their program. The full KPI report is available at http://www.collegesontario.org/outcomes/key-performance-indicators.html.

- Colleges Ontario will be hosting a number of *"mini-lobby days"* with small groups of MPPs over the coming weeks and months. The intent is to build stronger relationships with individual MPPs and share with them the issues facing the college system in an informal and relaxed environment. I attended today's Queen's Park lunch with Conservative party MPPs that included both Laurie Scott and Rob Milligan.

### Within the System

- *Peter Lawlor* has been chosen as Cambrian College's fifth President, replacing Sylvia Barnard who will be retiring in June. Mr. Lawlor, currently the Dean – School of Trades at Northern Alberta Institute of Technology and President of Skills Canada – Alberta, will assume the presidency on July 1,2013.

- Copies of the Spring 2013 issue of *College Administrator* are now available. This edition explores the challenge of demographics from a college leadership perspective; Governors are invited to take away the magazine to peruse at their leisure.

### Association of Canadian Community Colleges

- ACCC has named *Denise Amyot* as the new President and CEO of the Association, effective June 4, 2013. Ms. Amyot most recently served as President and CEO of the Canada Science and Technology Museums Corporation.

- ACCC released two reports that highlight the innovations and applied research outcomes that colleges are delivering in partnership with small and medium-sized enterprises and community partners. *Smart Investments for Business* highlights projects of the federal College and Community Innovation (CCI) program. The CCI program funds partnerships between colleges, institutes and polytechnics and all sectors of the economy; it aims to stimulate entrepreneurship and contribute to economic growth and employment opportunities. The full report is available at http://www.accc.ca/xp/index.php/en/2012/doc_download/263-smart-investments-for-business. The second report, *Stimulating Innovation for Small Businesses and Communities,* celebrates research partnerships that respond to business needs; the full report is available at http://www.accc.ca/xp/index.php/en/2012/doc_download/261-stimulating-innovation-for-small-businesses-and-communities.

**Provincial Budget**
- The 2013 Provincial Budget will be released Thursday, May 2. On behalf of Fleming College, I participated in the pre-budget consultations; our five recommendations to Minister Sousa are outlined in the attached submission.

**In the Community**
- Participated in the Jobs Roundtable hosted by Premier Wynne and the Hon. Jeff Leal in Peterborough on April 2.
- Fleming College hosted the Ontario NDP Leader, Andrea Horwath, who was in Peterborough on April 2.
- Attended the pre-budget consultation held in Peterborough on April 4, hosted by Minister of Finance Charles Sousa.
- Participated in the 3rd annual Community Innovation Forum on April 4, co-hosted by Fleming College, Trent University, the Greater Peterborough Innovation Cluster and the Trent Centre for Community Based Education, as one of the "fireside chat" panel members.
- Welcomed visitors from both Sheridan and Seneca Colleges attending events at Fleming College on April 5.
- Welcomed guests at Fleming Open House events on April 6.
- Provided welcoming remarks at the Annual Athletic Awards Event on April 8.
- Provided welcoming remarks at the Museum Management and Curatorship Opening Exhibit of RED on April 12.
- Attended a meeting with representatives of the Federal Economic Development Agency, the Greater Peterborough Innovation Cluster, Trent University, and the Angel Investors Network on April 16.
- Provided the Lindsay Rotary Club with a presentation on the Kawartha Trades and Technology Centre on April 18.
- Participated in town hall-style meetings with Contract Faculty on April 19.
- Attended a meeting of City Council on April 22 to present an "ask" to the City of Peterborough for $1-million toward the Kawartha Trades and Technology Centre.
- Throughout the month of April, attended a number of meetings as a member of the Board for the Greater Peterborough Innovation Cluster.

April 3, 2013


The Honourable Charles Sousa
Minister of Finance
c/o Budget Secretariat
Frost Building North, 3rd Floor
95 Grosvenor Street
Toronto, ON  M7A 1Z1

Dear Minister:

On behalf of Fleming College, it is a pleasure to participate in the pre-budget consultations that facilitate government consideration of the best way to invest in Ontario's future while addressing the provincial deficit.  I also wish to note that I appreciated the opportunity to participate in a jobs roundtable discussion led by Premier Kathleen Wynne, Minister Eric Hoskins and Minister Jeff Leal.  That event clearly focused on the skills agenda and the means by which government can address it.

Below are five recommendations from Fleming College.  They are founded in our role in Central Eastern Ontario and in our commitment to serve the province as a whole.  Our recommendations are as follows:

1.      Invest in skills and the specialized programs that close the gap between skills that employers need and those that applicants lack.  The Government of Ontario has demonstrated such commitment by funding the Kawartha Trades and Technology Centre that will open at Fleming College in 2014.  The College has further recommendations on this investment strategy.

2.      Develop Centres of Excellence with responsibility that goes beyond the local and addresses needs across the province.  In Fleming's case, we believe that a specialized centre of excellence in environmental and natural resource programs can benefit all of Ontario from the Greater Toronto Area to the north.

3.      Encourage mobility.  Student mobility contributes to labour force mobility and economic development.  It also permits more selective infrastructure investment than would otherwise be the case.

4.      Support educators and employers as they work together to integrate work and learning.  Applied learning is acknowledged to be not only the means to prepare for jobs.  It permits students to become innovative and entrepreneurial thereby contributing to the vitality of the workforce and economic prosperity.
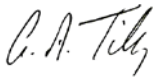
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5.   Provide incentives for colleges and universities to improve pathways and provide more integrated programs.  This is not solely a matter of increasing costs.  In fact, with a goal of reducing years of study, the province can identify savings for government and also for individuals and families.


Minister Sousa, these recommendations require amplification and specifics.  Fleming College is pleased to provide those specific and supporting details through our Minister, the Honourable Brad Duguid.  In the interim, I am providing this submission to the Ministry of Finance and trust that it also responds to policy development priorities for the Minister of Rural Affairs, the Minister of Economic Development, Trade and Employment, and the Premier's Office.

Sincerely,

G.A. (Tony) Tilly, Ph.D.
President

cc:   Hon. Brad Duguid, Minister of Training, Colleges and Universities
      Hon. Jeff Leal, Minister of Rural Affairs