

**BOARD OF GOVERNORS
PUBLIC MEETING AGENDA**

Wednesday, November 27, 2013

4:45 p.m.

Frost Boardroom, Room #252

Lindsay, ON

2010-2015 Strategic Priorities

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

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

Est.

Time Item and Action

1. Call to Order

2. Welcome and Introduction of Guests
Presentation of Tartans to Governors

10 min

3. Approval of Agenda

4. Conflict of Interest Declaration

5. Unanimous Consent Agenda

1 min

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

ITEMS: (enclosed)

- 5.1 minutes of the October 23, 2013 public meeting of the Board of Governors
- 5.2 College Policy #3-342 – Return to Work and Medical/Disability Accommodation
- 5.3 Activities of the Board Committees for the month of November 2013
- 5.4 Program Advisory Committee meeting summaries
- 5.6 Correspondence for the months of October and November 2013

To approve the consent agenda and approve and/or receive the items

30 min **6. Board Education**

6.1 Frost Campus Update (enclosed)

6.2 China

15 min **7. Reports**

7.1 College Activity (enclosed)

7.2 From the Board Chair

To be emailed / posted

7.3 From the President

To be emailed / posted

7.4 From the Liaison Governors

President's Advisory Council, debate held November 11, 2013

Upcoming Meetings: November 28 (4 to 6pm) at the Frost Campus; January 23, 2014 at the Sutherland Campus

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

7.6 Report from the In-Camera Meeting

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

8.1 Construction Project Update – KTTC (enclosed)

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

9.1 New Program: Pest Management Techniques (enclosed)

To approve the program

9.2 Appointment of External Auditors (enclosed)

To appoint the College’s external auditors

9.3 2013-2014 Budget Update (enclosed)

To approve the budget update

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

10 min **11. Private Session**

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

12. Adjournment approx. 6:15 p.m.

UNANIMOUS CONSENT AGENDA

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

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

and receive, for information, the

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

as circulated.

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (*Open Session*) Meeting
Wednesday, October 23, 2013
Scholfield Boardroom, BrealeyRoom #5920
Peterborough, ON

Draft Until Approved

MINUTES

Present: Mr. Astell, Mr. Degeer, Dr. Dockstator, Ms. Kerrigan, Ms. Kloosterman, Mr. Krajcar, Ms. Maki, Ms. Merrett, Ms. Ross, Mr. Stanford, Ms. Sutcliffe-Geens, Ms. Watson and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Mr. McLean, Ms. Shill, Mr. Andrews.

Senior Administration: Dr. Angel, Mr. Baker, Mr. Harvey, Ms. Limkilde, Ms. Pawley-Boyd, Mr. Van Parys.

Guests: Item 6 – Dr. Pander-Scott, Registrar.

Staff: Ms. Laura Copeland, College Communications.

1. Call to Order

Governor Ross, in the chair, called the meeting to order at 4:43 p.m.

2. Introductions

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

3. Agenda

BoG Oct23-2013 #1

Moved and Seconded by Ms. Merrett and Ms. Watson
THAT the agenda be approved, as circulated.

Carried

4. Conflict of Interest Declaration

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

5. UNANIMOUS CONSENT AGENDA

Governors were requested to identify those items to be removed from the Unanimous Consent Agenda and placed on the regular public meeting agenda; none were identified.

BoG Oct23-2013 #2

Moved and Seconded by Mr. Stanford and Mr. Krajcar
THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the October 23, 2013 meeting and approve
• **minutes of the June 26 and September 4, 2013 public meetings of the Board of Governors;**
and receive, for information, the

- **Report on the Activities of the Board Committees for the months of September and October 2013;**
- **Report on Summer Decisions by the Board Executive Committee;**
- **Purchase Contracts Awarded for the May to September 2013 timeframe;**
- **Program Advisory Committee 2013-2014 Meeting Schedule; and**
- **Correspondence for the months of July through October 2013**

as circulated.

Carried

6. Education: *Enrolment*

Dr. Pander-Scott provided an update on enrolment projections for 2013-2014 and noted a modest growth over last year. The College is experiencing a growing international interest, and most schools are showing modest growth. The focus is on the longer-term: 3% growth over three years (2014-2015 to 2016-2017), or 600 full-time equivalents, is reasonable. This breaks down to 350 FTEs in the KTTTC, 175 FTEs in SENRS and the remaining 75 FTEs in other Schools. By market, this translates to an even split between domestic (300 FTEs) and international (300 FTEs) growth.

Growth will be achieved by moving forward in key areas which include an increased focus on program development; finalizing three-year growth plans for each School; maximizing the efficiency of academic space through an integrated plan; strategically marketing our programs, i.e. migrating from traditional to digital marketing; completing enhancements to our systems; and increasing our international focus.

While data for the system is not yet available, it is expected that growth will be modest and that the decline in the traditional domestic market will be offset by expansion into the international market. The importance of the College finding the right program mix and marketing strategies becomes clear.

Additional comments included suggestions that Fleming become more active in the pursuit of offering degree programs; connect research activity to curriculum and/or the student experience; adjust marketing to attract high school direct entries; and increase dual credit opportunities in view of the declining population in both elementary and high school.

7. Reports

7.1 The new format of the College Activity Report was well-received.

7.2 The Board Chair's Report highlighted student achievement including the College's 2013 Premier's Award nominees and a summary of opportunities available to Governors for the month of November.

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

7.4 From the Liaison Governors: Dr. Tilly provided a summary of the September 26 meeting of the President's Advisory Council. The Chair encouraged members to attend a Council meeting during their appointment term. The Aboriginal Education Council also met on September 26; Ms. Limkilde noted that Council identified this year's focus on membership and terms of reference.

7.5 "Connecting with Our Communities": Governor Stanford attended an evening session with Eastern and Northern Ontario MPs, Mayors and Wardens, part of Dean Del Mastro's two-day Retreat in Peterborough. Governor Stanford also attended the October 1 Peterborough Chamber

of Commerce Business After Hours event here at the College. Governor Maki encouraged others to attend the Faculty Art Auction fundraiser held each August in Haliburton.

- 7.6 Report from the In-Camera Meeting: The Board held a generative discussion on setting objectives for itself and the President; appointed four community representatives to the Advancement Committee for two year terms; and approved change orders for the Kawartha Trades and Technology Centre.

8. Business Arising from Previous Meetings

- 8.1 KTTC Construction Project Update: Presented by Governor Degeer, the project is on track for classes commencing September 2014 and on budget. Significant progress has occurred over the summer, including completion of the storm water management pond and all connections to the campus and new sport fields. Referencing the mechanical system changes required for the Welding/HRAC layout, the Board was assured that while higher than earlier estimates, the final costs are manageable within the contingency fund.

9. New Business / Board Decision Items

- 9.1 New Program – Retail Pharmacy Assistant: The Academic and Student Affairs Committee reviewed a proposal to offer a *Retail Pharmacy Assistant* program. The program offers a “flex” delivery model, with a blend of hybrid on-line and face-to-face course offerings.

BoG Oct23-2013 #3

Moved and Seconded by Ms. Maki and Mr. Stanford

THAT the Board of Governors of Sir Sandford Fleming College approve the Ontario College Certificate – *Retail Pharmacy Assistant* program with an implementation date of September 2015, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.

Carried

- 9.2 New Program – Manufacturing Operations: The Academic and Student Affairs Committee reviewed a proposal to offer a new Fleming College Certificate in *Manufacturing Operations*, noting the program would be delivered in intensive periods, either on-site at a specific manufacturing company or on-campus in non-traditional time blocks i.e. evenings and/or weekends.

BoG Oct23-2013 #4

Moved and Seconded by Ms. Maki and Mr. Stanford

THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College Certificate in *Manufacturing Operations* program with an implementation date of September 2014.

Carried

- 9.3 Program Modification – Geomatics Technician: Two years ago, program intake for the Geomatics Technician program was suspended. To appeal to prospective students, the program has been revised to include a compressed format with more applied learning and inclusion of a co-op semester as well as a change in name.

BoG Oct23-2013 #5

Moved and Seconded by Ms. Maki and Ms. Kerrigan

THAT the Board of Governors of Sir Sandford Fleming College approve the modification of the Geomatics Technician program to the *Resource Mapping Technician* program with an implementation date of September 2014, for forwarding to the Credentials Validation Service for validation of the title.

Carried

9.4 The Fleming College 2013-2014 Accessibility Plan was introduced by Dr. Tilly. The Accessibility for Ontarians with Disabilities Act, 2005 requires organizations to comply with the standard and to file a report each year that shows the progress towards compliance with the Act. The plan must also be posted by September 30 each year on the organization's web site.

BoG Oct23-2013 #6

Moved and Seconded by Ms. Maki and Ms. Watson

THAT the Board of Governors of Sir Sandford Fleming College endorse *the Fleming College Accessibility Plan for 2013-2014*, which includes the 2012-2013 Annual Report and the 2013-2014 Annual Action Plan.

Carried

10. Other Business: None identified or brought forward.

11. Private Session: The Chair thanked the guests and Senior Administration for their attendance at the public meeting. The Board then moved into a private session at 5:34 p.m.

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

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Return to Work and Medical/Disability Accommodation Policy #3-342*
PRESENTED BY: Governor McLean, Board Chair

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

THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #3-342, *Return to Work and Medical/Disability Accommodation*, as circulated.

SOURCE

- Board of Governors meeting of June 22, 2011 approving Policy 3-342
- Human Resources Committee meeting of November 13, 2013

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

Revisions were needed to accommodate requirements under the Accessibility for Ontarians with Disabilities Act and the Integrated Accessibility Standards Regulation (IASR 2011).

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

Minor revisions have been made to make the document inclusive of accommodations due to identified disabilities to ensure compliance with IASR Section #28.

As part of the review process, the policy has been reviewed by the Human Resources department and transferred into the new format (attached).

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

None noted.

PREPARED BY: Denyse Kovac-Brown, HR Consultant

SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

Policy # 3-342 RETURN TO WORK AND MEDICAL/DISABILITY ACCOMMODATION	
Classification: Section 3 – Human Resources	
Approved by: Board of Governors	Date: TENTATIVE November 27, 2013
Replaces: # 3-342 (BoG June 22, 2011 #2)	
Next Policy Review: 2018	Responsibility: Board Human Resources Committee

Policy Statement

A successful Return to Work/Medical Accommodation (RTW/MA) plan fosters co-operation and partnership among all key players, including the employee, the supervisor, Human Resources, Union representatives, the health professional, Sun Life, and WSIB.

It is guided by the principles as outlined in the Accessibility for Ontarians with Disabilities Act (2005) and the **Integrated Accessibility Standards Regulation (IASR 2011)**. The College is committed to ensuring its policies, procedures and practices promote the principles of independence, dignity, integration and equal opportunity.

The College is committed to making every effort to provide accommodation to employees in their efforts to return to and remain at work.

Purpose

This policy addresses RTW/MA planning for employees who have been absent from work due to illness and/or injury or who require workplace accommodations based on a medical restriction **or identified disability**.

Scope

This policy shall apply to all employees of Fleming College.

The primary office of responsibility for this policy is the Vice-President Human Resources and Student Services.

Definitions

RTW/MA: Return to Work and Medical Accommodation

WSIB: Workplace Safety and Insurance Board, formerly the Workers' Compensation Board

AODA: refers to the Accessibility for Ontarians with Disabilities Act, 2005 including standards **and regulations** under the Act

Union: refers to Ontario Public Service Employees Union (OPSEU) Locals 351 and 352

HR: refers to the Human Resources department of the College

General Principles

- The College shall have in place:
 - Statement of commitment that describes how the program will operate, which may include a permanent Return-To-Work/Medical Accommodation Committee consisting of representatives from the College and the Local Union.
 - Strategies that support the statement of commitment and form a framework within which individual RTW/MA cases are managed.

- Description of roles and responsibilities for the various stakeholders involved in the RTW/MA process.
- RTW/MA procedure that outlines the steps to be followed in managing individual RTW/MA cases, including a mediation component, if appropriate.
- Education and awareness component.
- Process for regular review and updating of the program.

Operating Procedure

1. STRATEGIES

1.1 Early Assistance

- The supervisor is required to stay in contact with the employee during an absence.
- Notification of absences and/or medical restrictions occurs early in the absence.
- The Supervisor, in consultation with the Human Resources Consultant, is in regular contact with the employee to identify early return to work **and accommodation** opportunities.
- Details are contained in our **Employee Absence Due to Illness or Injury Procedure** as well as the **College Safety Policy and Return-to Work & Medical or Disability Accommodation Procedures**.

1.2 Team Approach

The program is designed to ensure full participation of all relevant stakeholders and values their contribution.

1.3 Confidentiality

- The College is committed to protecting the confidentiality of employees' medical and personal information.
- The RTW/MA Program Committee and RTW/MA Team(s) shall protect the confidentiality of employee medical and personal information.
- All employees are made aware of when and how information is shared throughout the program, including their rights and responsibilities regarding confidentiality.

To ensure timely return to work **and** accommodation planning, the College requires information about an employee's abilities and limitations, which is collected from the relevant treating physician or through a 3rd party (insurer or WSIB). The RTW Program Specialists in HR are responsible for ensuring the processes are in place to provide the safekeeping and protection of confidential information.

- Records of personal medical information are kept confidential and separate from employee human resources records.
- Employee health information is gathered through a process of informed written consent from the employee with a description of the use, storage and distribution of the information.
- The RTW/MA Program Specialists ensure that the College is in compliance with federal/provincial medical record and privacy laws and that procedural documentation is in place to protect the confidentiality of RTW/MA records at the College.

1.4 Accommodation

- The College is committed to providing accommodation of modified work to **disabled**, ill or injured employees unable to perform their regular work.
- The employer's responsibility is to provide reasonable accommodation.
- The employees' responsibility is to accept reasonable accommodations within their abilities and limitations.

- The RTW/MA Team identifies job accommodation options based on the abilities and limitations of the **disabled**, ill or injured employee and takes into consideration the impact to the employee and the work environment.
- The Supervisor regularly reviews accommodations to ensure continued appropriateness and is accountable for providing and supporting accommodations.
- The HR Consultant and the RTW/MA Program Specialists are available to assist with identification of alternative work and transition issues.

1.5 Dispute Resolution Mechanism

- The Dispute Resolution process:
 - respects the need for timely resolution of issues;
 - allows for involvement of all relevant stakeholders in developing a solution;
 - recognizes the availability of choices and options in developing RTW/MA Plans;
 - includes the role of RTW/MA Mediator.
- For occupational (WSIB) disputes, the College relies on the services of the WSIB RTW Mediator.
- For non-occupational disputes, the College engages the services of a RTW/MA Mediator.

2. ROLES AND RESPONSIBILITIES

2.1 Return to Work/Medical Accommodation Program Committee

- Support the RTW Program of the College; meets twice per year.
- Review statistical information on RTW/MA Plans with regard to progress and results.
- Recommend changes to the RTW/MA Program for continuous improvement.

2.2 Return to Work Team

- Implements the RTW/MA Program of the College.
- Develop RTW/MA action plans, monitor progress and adjust as required.

2.3 Employee

- Maintains appropriate contact with supervisor and/or HR Consultant throughout the absence, and provides information necessary for RTW/MA planning.
- Focuses on recovery and obtains appropriate medical treatment.
- Participates in RTW/MA Team meetings, planning and identifying accommodation options.

2.4 Supervisor

- Maintains appropriate contact with the employee and with the HR Consultant.
- Identifies return to work options within the work group and department based on the returning employee's abilities and limitations.
- Engages co-workers, as necessary, in the RTW/MA Plan.

2.5 Human Resources Consultant

- Acts as the RTW/MA Coordinator and resource to the supervisor and employee.
- Ensures appropriate documentation and communication with the RTW/MA team.
- Participates in assessment phase, RTW/MA Team meetings and accommodation planning.
- Consults with the employee, union, supervisor, treating physician and other stakeholders on abilities/restrictions, job demands, physical demands analysis, functional abilities analysis, and timing of return to work.
- Documents the RTW/MA plan and ensures the RTW/MA Program Specialists are kept informed.
- Coordinates the job match process when an employee cannot return to **pre-disability**/pre-illness job.

2.6 Benefits Administrator and HR Support Leader (referred to as Benefits Administrator)

- Monitors and communicates employee sick day entitlement details.
- Prepares an employee information package.
- Co-ordinates all employee case file documentation and tracking of absence data in a confidential file separate from the personnel file.
- Primary contact with WSIB and Sun Life.
- Participates closely with the HR Consultant in the implementation of the RTW/MA Plan.
- Ensures payroll is kept informed of any required salary adjustments as per the RTW/MA Plan.
- Summarizes all RTW/MA Plans and prepares statistical reports for the RTW/MA Program Specialists for analysis and subsequent by the RTW/MA Program Committee.

2.7 RTW Program Specialists

- The Specialist role is shared by two (2) HR Consultants:
 - Academic specialist;
 - Support Staff specialist.Specialists share responsibility for Administrative and Part-time employees.
- Co-ordinates all activities of the RTW/MA Program and the RTW/MA Program Committee.
- Provides reports on the functioning of the RTW/MA Program to the RTW/MA Program Committee.
- Oversees the day-to-day functioning of the RTW/MA Program ensuring consistency of application of RTW/MA procedures.
- Ensures appropriate education and awareness of the RTW/MA Program within the College.
- Ensures appropriate RTW/MA training and expertise is provided to HR Consultants.
- Provides assistance with complex case management.
- Facilitates dispute resolution process (if required).

2.8 Employee Representatives

- Advocate for employee.
- Assists employee in understanding procedures and his/her responsibilities regarding RTW/MA program.
- Participates in RTW/MA team meetings and development of RTW/MA plans.
- Representation by OPSEU for bargaining unit employees is mandatory.
- Representation by an Association member for administrative employees is optional.

2.9 Executive Leaders Team (ELT)

- Supports the RTW/MA Program.
- Receives and reviews RTW program statistics on an annual basis.

2.10 Employee's Health Care Provider(s)

- Manages and treats the employee's **disability**, illness or injury.
- Supports the employee in return to work efforts, including clinical interventions as required.
- Provides abilities and limitations information review, and when warranted for medical reasons, provide feedback on RTW/MA Plans.

2.11 Co-Workers

- Support the returning employee, as appropriate.

2.12 Return to Work Mediator

- In case of disputes, facilitate RTW/MA Team meetings to assist with resolution.
- Is selected by the employee from a roster of candidates developed by the RTW/MA Program Committee.
- Candidates may include:
 - RTW/MA Program Specialists;

- an individual from an agreed upon roster of neutral third parties with experience in resolving disputes.

3. EDUCATION AND AWARENESS

- The RTW/MA Program Specialists ensure all new employees are made aware of the RTW/MA policy, program and procedures as part of the College's formal on-boarding process.
- The College will ensure the RTW/MA Program Specialists have access to appropriate professional development regarding workplace accommodations and return to work.
- The RTW/MA Program Specialists ensure appropriate training on the RTW/MA program and ongoing sharing of RTW/MA expertise within the HR Consulting group.

4. CONTINUOUS IMPROVEMENT

- The RTW/MA Program Specialists conduct an analysis of the annual program statistics to identify trends or emerging issues; provides a summary report for review and discussion by the RTW/MA Program Committee.
- The RTW/MA Program Committee reviews the annual statistical RTW/MA reports to determine:
 - the degree of success in meeting the RTW/MA Program goals;
 - the degree to which the RTW/MA Program is meeting the needs of the College and employees.
- The RTW/MA Program Committee develops recommendations for program improvements.
- Annual reporting on the RTW/MA Program is provided to the Executive Leader's Team by the RTW/MA Program Specialists along with recommendations from the RTW/MA Program Committee, if applicable.

Related Documents

- Academic Staff Collective Agreement
- Support Staff Collective Agreement
- Terms and Conditions of Employment for Administrative Employees
- Ontario Human Rights Code
- Worker Safety and Insurance Act
- Occupational Health and Safety Act
- Personal Health Information Act and Personal Information Protection & Electronic Documents Act
- Fleming College Accessibility for Persons with Disabilities Policy #3-341
- Fleming College Absence Due to Illness Procedure
- Fleming College Safety Policy #4-412
- Fleming College Return to Work and Medical Accommodation Procedures, dated February 2012

Appendices

N/A

Monitoring of Operating Procedure

Next Review: 2016

Responsibility of: *Vice-President Human Resources and Student Services*

Procedure Review Summary:

Annual review to ensure compliance with AODA requirements October 2013; endorsed by ELT

Responsibility: HR Consultant RTW Leads

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Activities of the Board Committees*

PRESENTED BY: Governor McLean, Chair – Board of Governors

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

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

A report detailing the activities of the Board Committees at meetings held in the month of November 2013.

Academic and Student Affairs Committee

Governor Merrett – Committee Chair

The Committee reviewed a proposal to offer a new program of instruction, an Ontario College Certificate in Pest Management Techniques, and recommended the program for Board approval. Program Review Reports were received from the School of Community Development and Health, highlighting the Massage Therapy, Fitness and Health Promotion, and Social Service Worker programs.

Advancement Committee

Governor Sutcliffe-Geens – Committee Chair

At the November 6 meeting, the Committee received reports on the fundraising progress to date, an overview of the work of the Legacy Giving Committee, and an update on the activities of the Advancement and Alumni Relations department.

Audit Committee

Finance and Property Committee

Governor Degeer – Committee Chair

The Audit Committee reviewed the Audit Planning Report for the 2013-2014 year, noting there were no significant financial reporting risks identified, and received a briefing on the new Public Sector Accounting Board standard on liabilities for contaminated sites, which becomes effective for the 2014-2015 fiscal year. The Committee considered management's evaluation of the incumbent auditors and recommended appointment of KPMG as the College's external auditors for Board approval.

The Committee received an update on the College's financial position for the period ending October 30, 2013 (attached) as well as a project update on the Kawartha Trades and Technology Centre. Members also discussed the delegation of authority structure. The Committee reviewed the 2013-2014 update budget and a service contract and recommended both for Board approval.

Human Resources Committee

Governor Dockstator – Committee Chair

The Return to Work and Medical/Disability Accommodation policy was reviewed and recommended for Board approval. The Committee discussed and recommended the annual update on the College Succession Plan be scheduled for the March Board meeting, with the April meeting as the back-up.

Executive Committee

Governor Ross – Committee Chair

The Committee reviewed options on how to proceed to fill four positions. A letter under the signatures of the Board Chair and President articulating the impact of three resignations of Lieutenant Governor in Council appointees and seeking consideration in filling the vacancies quickly was submitted to the Ministry.

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

PREPARED BY: Board Office

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



	Current Year			Prior Year			Variance
	Actual To 31-Oct-2013	Preliminary Budget	% Spent	Actual To 31-Oct-2012	Actual Prior Year	% Spent	Difference %
Revenue							
Grants and Reimbursements	\$ 22,635	\$ 46,657	48.5%	\$ 23,201	\$ 45,520	51.0%	-2.5%
Student Tuition Fees	15,695	23,074	68.0%	14,106	22,163	63.6%	4.4%
Contract Training	248	806	30.8%	76	573	13.2%	17.6%
Other Income							
Other Income	3,896	7,559	51.5%	3,622	7,961	45.5%	6.0%
Ancillary Fees	2,227	4,013	55.5%	2,090	4,044	51.7%	3.8%
Total Other Income	6,123	11,573	52.9%	5,712	12,005	47.6%	5.3%
Amortization of Deferred Capital Contributions	2,182	3,741	58.3%	2,202	3,774	58.3%	0.0%
Total Operating Revenues	46,883	85,851	54.6%	45,297	84,036	53.9%	0.7%
Investments							
Skills Programs	1,899	3,162	60.1%	2,146	3,059	70.2%	-10.1%
Tuition Holdback Bursaries	1,555	2,302	67.6%	513	2,187	23.5%	44.1%
Ministry Bursaries	177	464	38.3%	214	695	30.8%	7.4%
Special Projects	912	1,581	57.7%	851	2,229	38.2%	19.5%
Facilities Renewal and Renovation Projects	129	144	89.6%	276	546	50.6%	39.1%
Ancillary Operations	2,210	4,025	54.9%	2,159	4,008	53.9%	1.1%
Total Revenue	\$ 53,766	\$ 97,528	55.1%	\$ 51,466	\$ 96,775	53.2%	1.9%

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



	Current Year			Prior Year			Variance
	Actual To 31-Oct-2013	Preliminary Budget	% Spent	Actual To 31-Oct-2012	Actual Prior Year	% Spent	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	\$ 21,369	\$ 38,855	55.0%	\$ 20,649	\$ 37,358	55.3%	-0.3%
Salaries, Part Time	5,380	11,790	45.6%	4,633	11,555	40.1%	5.5%
Benefits	5,672	10,827	52.4%	5,312	10,452	50.8%	1.6%
Total Salaries and Benefits	32,421	61,472	52.7%	30,594	59,364	51.5%	1.2%
Non-Salary Expenses							
Instructional Support Costs	2,757	4,666	59.1%	2,717	4,624	58.8%	0.3%
Travel and Professional Development	486	1,192	40.8%	426	1,037	41.1%	-0.3%
Advertising	414	1,070	38.6%	444	963	46.1%	-7.4%
Telephone, Audit, Legal & Insurance	585	966	60.6%	488	966	50.5%	10.0%
Equipment Maintenance	222	373	59.6%	216	407	53.0%	6.6%
Plant and Security	1,151	2,580	44.6%	1,053	2,437	43.2%	1.4%
Rentals and Taxes	680	1,028	66.1%	738	926	79.6%	-13.5%
Utilities	998	2,074	48.1%	899	1,972	45.6%	2.6%
Contract Services Trent	0	2,155	0.0%	0	1,808	0.0%	0.0%
Services & Other	1,370	2,868	47.8%	1,164	2,934	39.7%	8.1%
Long Term Debt Interest	38	67	57.3%	57	91	63.0%	-5.7%
Amortization of Capital Assets	3,033	5,200	58.3%	3,235	5,546	58.3%	0.0%
Total Non-Salary Expenses	11,734	24,238	48.4%	11,436	23,713	48.2%	0.2%
Total Operating Expenditures	44,155	85,710	51.5%	42,030	83,077	50.6%	0.9%
Investments	470	821	57.2%	374	796	46.9%	10.2%
Skills Programs	1,458	2,756	52.9%	1,265	2,649	47.8%	5.2%

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



	Current Year			Prior Year			Variance
	Actual To 31-Oct-2013	Preliminary Budget	% Spent	Actual To 31-Oct-2012	Actual Prior Year	% Spent	Difference %
Tuition Holdback Bursaries	1,555	2,302	67.6%	513	2,187	23.5%	44.1%
Ministry Bursaries	177	464	38.3%	214	695	30.8%	7.4%
Special Projects	912	1,581	57.7%	851	2,229	38.2%	19.5%
Facilities Renewal and Renovation Projects	129	144	89.6%	276	548	50.4%	39.2%
Ancillary Operations	1,914	3,752	51.0%	2,195	3,368	65.2%	-14.1%
Total Expenditures	\$ 50,771	\$ 97,528	52.1%	\$ 47,718	\$ 95,549	49.9%	2.1%
Net	\$ 2,996	\$ 0		\$ 3,749	\$ 1,226		



LEARN | BELONG | BECOME

Community & Justice Services Program Advisory Meeting
April 4, 2013
Room 5920
9:00 am – 11:00 am

SUMMARY

- Present:** Nancy Best (Murray McKinnon Foundation), Rosalinde Douma (Kennedy House), Christine Cairns (Warkworth), Oliver Doyle (Doyle & Associates), Jerry Dunk (Edmison House), Lisa Fenn (Mon Ami), Wyatt Lamoureux (Youth Emergency Shelter), Kathy Neill, (John Howard Society), Jennifer Richardson (Hawk Residential Treatment Centre)
- Guests:** Tanya Prindible – 2nd semester student rep
 Justin Schruder-Healey – 4th semester student rep
- Regrets:** Andrea Calvin (Brookside Youth Centre), Holly Wallace (Central East), Andy Schweigert (Park Place)
- Fleming Staff:** Karen Bateman (Faculty, CJS), Cindy Gervais (Coordinator/Faculty)
 Deb Holts (Chair), Jim Drennan (Dean)
- Recorder:** Janice Miller (Minute Recorder).

	Key Points / Actions	Follow-up / Status
Action Items		
1.	Election of Chair, Jerry Dunk is the chair for the Community & Justice Services program.	
Non-Action Items		
1.	The college is now a host site for FITCO testing for those who want to pursue a position with Community Safety and Correctional Services	
2.	Over the May/June time frame, faculty in the program will be working on curriculum development to ensure the learning outcomes from each course provides employability skills for the graduates.	
3.	The Dean's report provided an update on the school with the amalgamation of the School of Business, Hospitality and Computing with the School of Law & Justice to form the School of Justice and Business Studies.	

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

Early Childhood Education Advisory Committee
April 5, 2013

MEETING SUMMARY

Present: Annette Bigg (Fleming Student Representative), Steve Burke (Community Living), Ann Gillespie (Nursery School Representative), Norma MacLeod (Northview Day Care), Taryn Pfautsch (Fleming Student Representative), Jasmin Purnell (Fleming Student Representative), Sandra Robinson (Children's Services, City of Peterborough), Jude Tripp (Ontario Early Years Centre), Moira Vance (Trent Child Care), Mary Beth Zeggil (Kawartha Pine Ridge District School Board)

Regrets: Lorrie Baird (Child Care Representative for the City of Kawartha Lakes), Alex Cranfield (Five Counties Children's Centre), Janine Mitchell (City of Kawartha Lakes), Niki Pollard (ECE Graduate), Mary Lou Lummiss (ECE Faculty), Pipa Stevenson (Ontario Early Years Centre)

Fleming Staff: Lou Anne Hanes (Career Services), Linda Hudson (ECE Co-ordinator), Heather Kay (ECE Faculty), Carol Kelsey (Dean)

Recorder: Joanne Brown (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	All child care agencies in the City and County of Peterborough will come on board in September to use a centralized employment registry for ECE supply staff. This idea was the direct result of discussion at this Program Advisory Committee.	
2.	The ECE program update included curriculum changes that have been put in place in first and second semester. Further program enhancements are necessary in student placement evaluations, behaviour guidance, knowledge of children with special needs and curriculum for the JK/SK programs.	
3.	Input from industry included community recommendations related to enhancing quality, licensing, funding, accountability and capacity building in response to the provincial government released discussion paper on Modernizing Child Care in Ontario. A brief update was provided on the Schools First Child Care Retrofit Policy, the new funding formula and funding framework for child care as well as the Ontario Early Years policy framework.	
4.	Students provided constructive feedback on the ECE program.	
5.	The Dean's Report which was pre-circulated highlighted Fleming's Strategic Mandate submission, the new school name and the increase in enrolment numbers for the Winter term.	

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

**Outdoor Adventure Skills
Advisory Committee meeting
April 11, 2013
2:00 pm
Room 339 Frost Campus**

MINUTE SUMMARY SHEET

- Present:** John Langford – by phone (Voyageur Quest and Langford & Company); Andy Gruppe (YMCA); Gilles Miran (ORCA); Jon Moreno (Wildrock Outfitters); Galen Moore (Trent Univ.)
- Regrets:** Scott Ewart (1000 Island Kayaking); Jason Pritchard (Achieving Programs); Dave Taylor (Maple Canoe); Jane Ibister (Wilderness Medical Associates International)
- Fleming Staff:** Mary Ann Elliott (Academic Lead); Cathy Stalkie (Faculty); Richard Whitteker (Faculty); Terri Geerink (Curriculum Consultant); Jarrod Chimmick (Program Technician); Francis Boyes (Program faculty)
- Recorder:** Cathy Alldred

	Key Points / Actions	Follow-up / Status
1.	College/Campus/School Updates Report was distributed by Linda Skilton prior to the meeting. New branding has been developed for Frost Campus to highlight the designation of Centre of Excellence.	
2.	For the first time, the program was given the opportunity to deliver a March break residential program in Parry Sound through Tim Hortons Children's Foundation. This activity was set up as mandatory component of the program. This proved to be an excellent activity.	
3.	The Diploma program begins fall 2013. Approx. 15 or 20 of the current certificate level students will continue next year to earn a diploma.	
3.	Members felt some type of work placement, either paid or unpaid would be a good addition to the diploma program. This will be on agenda for next meeting.	
5.	Next Meeting: First week of April 2014.	

**Fitness and Health Promotion Advisory Committee
April 25, 2013**

MEETING SUMMARY

Present: Jennifer Bell (Peterborough Sport & Wellness Centre), Whitney Black (Fleming FHP Student Representative), Ian Bolton (Trent University Athletic Complex), Bill Byrick (Trent University), Bob Gallagher (Y.M.C.A. of Peterborough), Heather Stelzer (The Protective Group), Chris Summerville (Fleming FHP Student Representative)

Fleming Staff: Lou Anne Hanes, Kathryn Jarvis, Linda Poirier, Mary Stever, Molly Westland,

Regrets: Geoff Matthews (Peterborough Sport & Wellness Centre), Larry Stinson, (Peterborough County-City Health Unit)

Absent: Glenn Millar (Millar Conditioning), Paula Wagar (Trent University)

Recorder: Joanne Brown

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The committee members were provided with the proposed curriculum changes resulting from program review. A summary document and a curriculum map will be forwarded to committee members. We would like two to three members to review the document in detail.	
2.	Input from industry included a discussion as to what days and times of the week would be best for field placement. The FHP program is seen as a real asset to the community. The importance of partnerships was emphasized.	
3.	The college update which was pre-circulated highlighted the proposed new funding model. Fleming's event for Senior's Month will be on June 20, 2013.	

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

**Geographical Information Systems Program
Advisory Committee meeting
May 14, 2013
1:00 to 4:00 pm.
Room 252, Frost Campus**

MINUTE SUMMARY SHEET

Present: Frank Kenny (Ministry of Natural Resources); Chris North (43 North Consulting); C Chris Wilkinson (Conservation Ontario); Dan Bulger (ESRI Canada); Tammy Sikma (County of Peterborough); Al Buckle (Teranet); Beatriz Vitorino (Grace Assoc.)

Regrets: James Britton (Ministry of Natural Resources); Paul Heersink (ESRI Canada); Mike MacLean (City of Peterborough); Gordon McElravy (Autodesk); Jury Konga (eGovFutures Group)

Fleming Staff: Mary Ann Elliott (Academic Lead); Lawrie Keillor-Faulkner (Program Co-ordinator); Karen Whillans-Browning (Faculty); Janel Sauder (Student); Christine MacCormack (Student)

Recorder: Cathy Alldred

	Key Points / Actions	Follow-up / Status
1.	College/Campus/School Updates Report was distributed by Linda Skilton prior to the meeting.	
2.	The GIS graduating class of June 2013 will be invited to take part in the Graduation Ceremony, and will cross the stage, just as the other students at Frost Campus, but instead of receiving a certificate, they will receive a piece of paper saying that it is expected they will graduate in 3 weeks time.	
3.	Development of a Program in partnership with Trent University is underway. Fleming GIS-AS or GIS-CS graduates will be able to transfer directly into Trent's Masters of Applied Geospatial Analysis Program. Little progress has happened recently, but staff are optimistic that this venture will move forward.	
4.	The recent partnership created by Confederation College, Northern College in Timmins, College Boreal in Sudbury and Fleming College in Peterborough and Lindsay will allow easy transition for students between colleges, and provide opportunities for Fleming College to offer curriculum to the northern colleges via e-learning. In the GIS Program in particular, Fleming has been asked to provide the Fleming GIS Program at Confederation College. There are many aspects and challenges to consider in this venture. Discussions will take place during the spring/summer months 2013.	
5.	Development of an Ontario Learn Course, Business Practice for GIS Professionals has been completed and the course was first offered, beginning May 10, 2013, with 20 students registered. Staff are optimistic that further courses will be developed.	
6.	A Curriculum Review Sub-Committee made up of Chris North, Tammy Sikma and Dan Bulger will provide input to the Program Review.	
7.	Next Meeting: November 13, 2013 from 1pm to 4 pm	

MEETING SUMMARY

- Present:** Angela Grant (Deloitte), Jodi Fuller (Toyota), Carrie Morgan (Tyco Electronics), Neil Ferry (Ice Corp Logistics), Jason Ford (Dominion), Rajeev Wijesinghe (Expeditors)
- Guest:** Karen Dawe, Justin Bourne (Student Representatives).
- Regrets:** Douglas Watson, Tracey Hill
- Fleming Staff:** Donna Catto, Deb Holts, Jim Drennan, Jesse Pudwell
- Recorder:** Janice Miller (School Operations Liaison, Justice & Business Studies)

	Key Points / Actions	Follow-up / Status
Action Items		
1.	On a motion, the advisory committee members endorsed the recommendation that the Customs Border Services program provide as an option to 4 th semester students a fitness component, along with other options for students who are not interested in taking a fitness course.	
2.	Direct entry students into 2 nd semester of the January intake would like to receive more orientation about the college prior to entry.	Ensure an orientation session is provided to direct entry students entering the college in January and or May.
Non-Action Items		
1.	The chair's report included an update on the common block development program which ran for the first time during the May / June session.	
2.	The chair also provided PAC members with details of the contract training for business and industry offered through our contract training department.	

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

MEETING SUMMARY

- Present:** Derek Knights (TD Canada Trust), Brian Paul (Ontario Power Generation), Mike Fenton (Paragon Protection Limited), David Stolovitch (Security Consultant) Louis Duranleau, (Davis & Henderson)
- Regrets:** Terry Chowanec (Cadillac Fairview Corporation Limited), Martin Green (Garda Canada Security), Stephanie Lawrence (Sears Canada Inc.) John Gallen (Fleming),
- Fleming Staff:** Deb Holts (Chair), Rhonda Parson (Faculty), Norm Killian (Coordinator / Faculty)
- Fleming Students:** Thomas deGroot, 3rd semester Student
- Minutes Recorder:** Janice Miller, (Liaison, School of Justice and Business Studies)

Key Points / Actions		Follow-up / Status
Action Items		
1.	Students in the program would like to attend a Security Career Expo or the American Society for Industrial Security International Awards but it can be a challenge for students to pay the admission costs and travel expenses.	Committee members recommended a letter be sent to industries to see if any funding can be obtained to assist students with costs to attend conferences and career workshops.
2.	Name change from LASA – Security & Risk Management to Protection, Security & Investigation.	Inform security associations and security magazines of the name change.
Non-Action Items		
1.	The chair's report included an update on the common block development program which ran for the first time during the May / June session.	
2.	A small decline in student numbers has been seen by the program.	Ensure that protection and security type programs be reinforced in high schools and career organizations.

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

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for October – November 2013*

PRESENTED BY: Governor McLean, Chair – Board of Governors

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

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

A report listing the correspondence received between the October report and this November report; the material is available in the Circulation Binder for perusal by Governors.

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

MINISTRY CORRESPONDENCE

None received.

COLLEGE SYSTEM CORRESPONDENCE

COLLEGES ONTARIO

The College Dispatch

- November 4, 2013 issue

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Inside ACCC - President's Update

- October 18, October 25, November 1, November 8 and November 15, 2013 issues

News Releases:

- October 25, 2013: ACCC Withdraws from Postsecondary Education Tariffs Case at Copyright Board of Canada
- October 25, 2013: Educators, industry and government agree greater focus on colleges, training and apprenticeships will help reduce skills gap
- October 30, 2013: ACCC mission to China champions expertise of Canada's colleges, institutes and polytechnics

FLEMING IN THE NEWS

- *Newcomer Bulletin*, Fall 2013, Vol. 3, No. 1 issues, page 21: **Find it at Fleming**
- Colleges Ontario Premier's Awards 2013 booklet of nominees, by category

PROGRAM ADVISORY COMMITTEE MINUTES

- Community & Justice Services (April 4, 2013)
- Early Childhood Education (April 5)
- Outdoor Adventure Skills (April 11)
- Fitness and Health Promotion (April 25)
- Geographical Information Systems (May 14)
- Customs Border Services (November 8)
- Protection, Security and Investigation (November 13)

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Frost Campus Update*

PRESENTED BY: Ms. Fader, Academic Chair and Acting Dean/Principal Frost Campus

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

For Information

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

A report to inform the Board of Governors of the activities of the Frost Campus since the last Campus Update (December 5, 2012).

Achieving Excellence in Student Learning

- Graduate certificate programs, Applied and Community-Based Research and Aquaculture, both began in November 2013.
- Advanced Water Systems and Operations Management (graduate certificate) is scheduled to launch in September 2014.
- The second class of students in the Environmental Visual Communication (EVC) program at the ROM completed their studies at the end of October 2013. The gala event to showcase student work was held on October 29, with record attendance and many potential students in attendance.
- The Geomatics program was approved for a title modification change to Resources Mapping Technician. The program is also currently being restructured to be three semesters in length with the addition of a co-operative education semester.
- A new program concept in Pest Management Technician and was presented to the Academic Program Development Committee and the Academic and Student Affairs Committee on November 13, 2013.
- Four (4) full time faculty hires were completed for 2013, including full-time professors in Aquaculture, Fish and Wildlife, Geographic Information Systems (GIS) and Geology programs.
- A new Contract Training/Continuing Education Manager (Eva Rees) was hired full-time.
- Partnership agreements between the School of Environmental and Natural Resource Sciences (SENRS) and Atomic Energy of Canada Limited (AECL)/Port Hope Area Initiative (PHAI), EnviroScience and Anishinabek Educational Institute (AEI) were all signed this year.
 - AECL/PHAI Purpose: shared intent of SENRS at Fleming College and AECL to develop an active and supportive relationship within which the respective organizations can identify and act on opportunities to work productively and cooperatively on projects of mutual benefit. These projects will support the PHAI.
 - EnviroScience Purpose: to formalize a partnership in support of the project between the College and EnviroScience to culture the native milfoil weevil for biological control of the invasive Eurasian watermilfoil
 - AEI Purpose: to develop the partnership between Fleming College and the Anishinabek Educational Institute for the delivery of Native-specific programs and to arrange for the continued development and delivery of accredited post-secondary programs, wherever deemed appropriate throughout the Anishinabek First Nation Communities, through the issuance of joint diplomas.
- The Forestry Re-Design Team received The Fleming College Teamwork Award for their significant work on a 3rd semester re-design which ultimately created an engaging semester where students experienced modular and hands-on applied learning, compared to the traditional course-based style of learning.

- A Canada-India Water Training Consortium has been ramping up activities. Jill Hass, P.Eng, Senior Research Engineer in the Centre for Alternative Wastewater Treatment (CAWT), is leading these efforts. Training delivery is scheduled to start this winter in New Delhi.

Superior Services and Facilities

- 2013-2014 Facilities projects completed:
 - New stainless steel bench tops in Room 610 to accommodate more types of programs
 - Various paving repairs - 14 areas on Campus
 - CAWT Lab Renovation
 - Residence - replace/upgrade all bedroom door locks
 - Install VFD units on HVAC #AH 09 Theater 250
 - Replace boiler/controls for the Greenhouse
 - Air exchanger for Room 232
 - Glenn Crombie Theater - paint, new flooring, seat repairs, refinish stage
 - Roof replacement – section between Cafeteria and Student Association
 - Re-shingle roof of the Outdoor Education Center
 - Upgrades to Room 152 women's washroom
 - New fence for Student Association pubs
 - Wayfinding signage
 - Replace vestibule heaters
 - Outdoor signage upgrades for Frost Campus with new logo
- Expansion of the CAWT was undertaken this summer with \$2-million funding provided by the Canadian Foundation for Innovation (CFI) matched by the Ontario Government. New laboratory facilities are currently being furnished with state of the art equipment and instrumentation.
- An internal Space Planning Committee was formed to provide insight into facility needs and space planning issues. A formal Request for Proposal for a Frost Campus Master Plan Update was submitted to the College Facilities Department.

Leading in Sustainability

- The Sustainable Agriculture program expanded opportunities for students to engage in farm-related activities on campus. One acre of campus land was ploughed in for planting crops during the spring of 2013.
- City of Kawartha Lakes and Frost Campus Sustainability MOU Report was completed and presented to City Council
- Frost Campus, in partnership with Trent University, hosted the Canadian College Environmental Network and Canadian University Environmental Science Network Annual Conference May 23-24, 2013. Keynote speakers included Gord Miller, Environmental Commissioner of Ontario and Alex Usher, President of Higher Education Strategy Associates.
- Frost Campus was nominated for the Friend of the Environment Award at the Lindsay & Districts Evening of Excellence in April 2013. The Award recognizes a business that displays environmental responsibility. Processes include businesses that encourage and implement procedures to reduce power consumption, promote recycling, encourage the sustainable use of renewable resources and/or the protection of environmentally sensitive areas.
- A new part-time sustainability coordinator (Tania Clerac) was hired to lead sustainability initiatives, including the Frost Sustainability Campus Initiative.

Growing with Positive Results

- A Frost 3-year enrolment plan projects a full-time student population of 2000+ students by 2015.

- CAWT has actively been pursuing long-term funding and is a finalist for Technology Access funding from NSERC. Fleming is one of three Ontario colleges selected for the final competitive round. If successful, the CAWT would receive base funding of \$350,000 a year from NSERC. Results will be announced by March 2014.
- CAWT has been active with many companies and has surpassed the \$10-million level in secured funding to date. In the last 18 months, CAWT had 35,000 paid hours of work in applied research.
- A 23-page “Applied Research Review” was recently prepared by the Office of Applied Research.
- The Frost Campus International Steering Committee was formed after meeting regularly in the summer throughout Common Block Development. The Committee has developed an International Strategy for the campus that includes providing international opportunities for students and faculty, as well as international recruitment and institutional partnerships.
- The new SENRS logo was launched in September 2013. New signage has been installed around Campus and on College vehicles

Building Community Success

- The Ecosystem Management Technology program Credit for Product (C4P) courses have matched 50+ community partners with 500+ students over the past 10 years to complete over 300 projects. These projects assist organizations to achieve stewardship goals in their local communities and provide applied learning opportunities for our students.
- Water Table meetings have been held monthly to bring key stakeholders together including Fleming, City of Kawartha Lakes (staff and elected officials), Kawartha Conservation, and Kawartha Lakes Community Futures Development Corporation. These meetings are intended to discuss local initiatives that will identify community priorities and lead to water innovation strategies.
- Frost Campus has had a representative on the Community-Links (C-Links) Centre for Community-Based Projects and Social Mapping Steering Committee since 2010. This year, the C-Links Centre was successful in obtaining a Community Futures Development Grant to hire an intern to develop an online social map of City of Kawartha Lakes. A recent Fleming College GIS graduate was hired and has been developing this interactive map in conjunction with C-Links and City of Kawartha Lakes.
- CAWT is actively engaged in community collaborative projects including substantial activity with the Water Research and Innovation Network (WRAIN). WRAIN has over 30 projects in the pipeline.
- The development of a Frost Campus Friends Committee began and a successful dinner was held at the Campus on September 19, 2013. A second event is being planned for December.

Developing the Fleming Working Environment

- Campus meetings are held twice a year and the most recent meeting was August 26, 2013.
- A Campus Newsletter is published two times per year that includes campus updates and recognition of staff.
- The Frost Campus Social Committee was re-introduced and began meeting more regularly; however this is still not as active as we would like. It will continue to be an area of focus in the future.
- The Resources Drilling and Blasting and Blasting Techniques program team is taking the lead on the planning of the Frost Christmas party and dance to be held on December 13.

PREPARED BY: Office of the Acting Dean/Principal



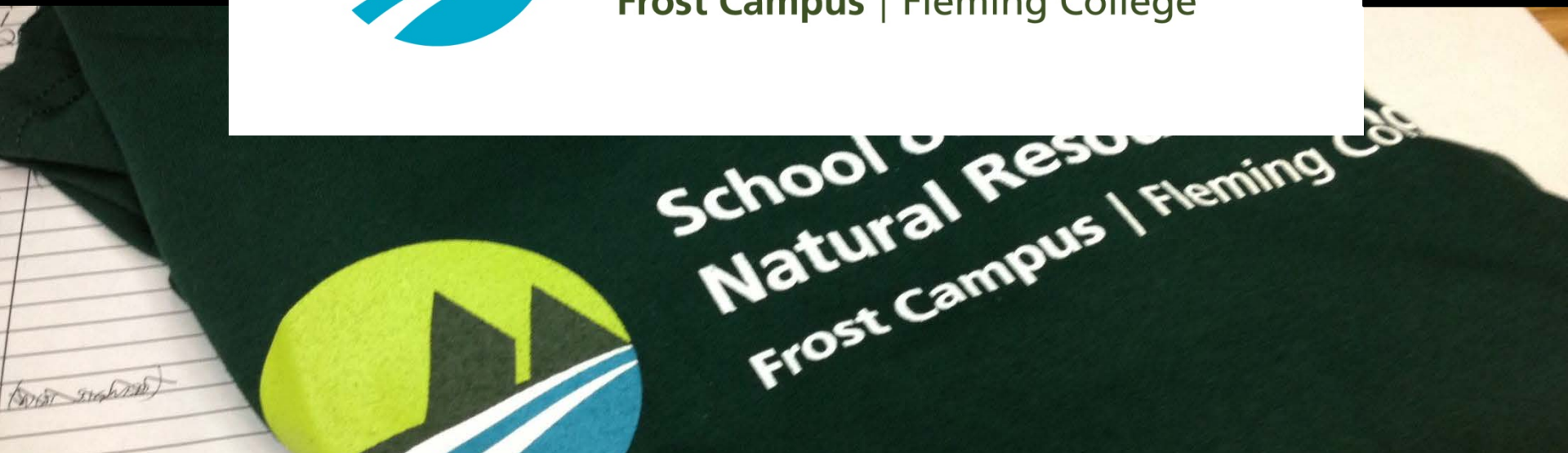
**Frost Campus
Fleming College**

Board of Governors Meeting

November 27, 2013

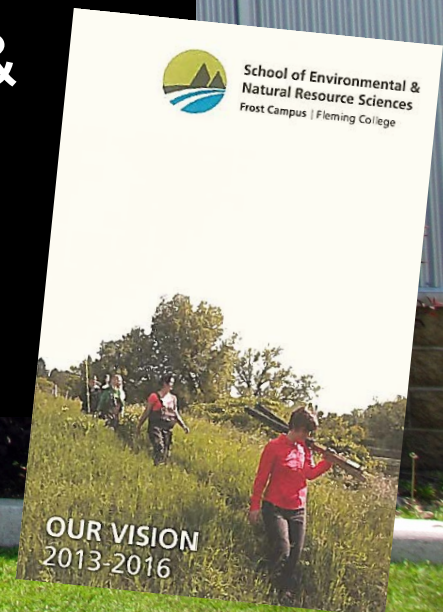


**School of Environmental &
Natural Resource Sciences**
Frost Campus | Fleming College



Frost Campus Vision

1. Focus on Environmental & Natural Resource Sciences – WATER
2. Enrich Quality & Reputation Through Learning Experiences
3. Business Growth and Viability
4. Lead in Sustainability
5. Maximize Campus Infrastructure & Facilities
6. Nourish Long-Standing and New Partnerships



1. Focus on Environmental & Natural Resource Sciences – WATER

- In 2013, our School/Campus achieved KPI (Key Performance Indicator) scores that surpassed the top provincial student satisfaction scores for:
 - Overall quality of college experience
 - Overall quality of learning
 - Quality of labs/shops
- Water is a common theme that flows through all programs at the campus, providing an interdisciplinary approach to education, research & innovation



2. Enrich Quality & Reputation Through Learning Experiences

- 
- A group of students is on a field trip, standing in the back of a vehicle. They are dressed in casual outdoor attire like t-shirts, hoodies, and caps. Several students are using binoculars and cameras, suggesting they are observing wildlife or a natural landscape. The background shows a dirt road and greenery under a cloudy sky.
- By 2016:
 - Every student participates in a unique work integrated learning experience, such as co-op, field placement, internship, community-based learning experience or applied research opportunity
 - Field camp is an experience in every diploma program
 - An International Strategy for Frost Campus is complete and includes student recruitment, staffing and student exchanges, applied research initiatives, and the opportunity for every student to participate in an international experience

Forestry Program – 3rd Semester Re-design

- The Forestry Program (3rd semester) at the School of Environmental and Natural Resource Sciences (SENRS) underwent a significant re-design which ultimately created an engaging semester where students experienced modular and hands-on applied learning, compared to the traditional course-based style of learning.
- The re-design was initiated by the Forestry team in order to enhance the student learning experience and engage students in a thoughtful and practical way that would prepare them for “real world” work in the forestry field.
- The Forestry Team received the Fleming College Teamwork Award for their significant work on the re-design.

3. Business Growth & Viability

- By 2016 there are 2000 full-time students, enrolled in 30+ full-time programs
- Increase in compressed, blended and off-site delivery programs (i.e. Environmental Visual Communication at the Royal Ontario Museum)
- Develop certification and training opportunities for university graduates, current students, industry and the local community, leading to growth in Continuing Education and Contract Training
- Increased student recruitment targeted towards the GTA, Southern Ontario, large Canadian urban centres and internationally



Environmental and Natural Resource Programs – * New *

- Sustainable Agriculture - 2011
- Urban Forestry diploma/degree - 2012
- Environmental Visual Communications - 2012
- Outdoor & Adventure Education - 2013
- Community Based/Applied Research - 2013
- Aquaculture Management – 2013
- Water/Wastewater Specialist - 2014

4. Maximize our Campus Infrastructure & Facilities

- By 2016, the Frost Campus Master Plan is developed with recommendations for future space and land use. An internal committee has been developed and meets regularly to discuss space plans and concerns
- Land use plans for the Frost Campus include the Smith Farm and Dahl properties are developed with a view towards potential use as site for field trips, project work and field camp activities
- New CAWT laboratory facilities are currently being furnished with state of the art equipment and instrumentation



5. Lead in Sustainability

- Our leadership in sustainability efforts continues, as articulated in the Frost Sustainable Campus Initiative (FSCI), and in the College's Sustainability Plans
- City of Kawartha Lakes and Fleming College Memorandum on Understanding on Sustainability is upheld
- Hosted the Canadian College & University Environmental Network Conference which featured the Environmental Commissioner of Ontario, Gord Miller, as a keynote speaker





6. Nourish Long-Standing & New Partnerships

- Work to position the Frost Campus as an Ontario Centre of Excellence in Environmental and Natural Resources, with a water specialization, in collaboration with municipal, provincial and federal governments and community partners
- Continue our work as a founding partner of C-Links (Centre for Community-Based Projects & Social Mapping) which partners students and organizations to work collaboratively on community projects
- Sustain existing partnerships with organizations such as:
 - Port Hope Area Initiative
 - Kawartha Conservation
 - City of Kawartha Lakes
 - Kawartha Trans Canada Trail Association

Port Hope Area Initiative (PHAI)

- Student field trip and workplace learning opportunities
- Opportunities for environmental data sharing to enhance program curriculum and increase student engagement
- Guest lectures and employee professional development opportunities
- Unique corporate training opportunities through Fleming's Office of Contract Training



**PORT HOPE AREA
INITIATIVE**

Questions?



COLLEGE ACTIVITY REPORT

A report to inform the Board of Governors and the community on the College's activities between October 18 and November 21, 2013.

ACADEMIC

Two area public schools have tapped into the expertise of **Fleming's recreation and leisure program** to create a more inclusive playground atmosphere. What happens at recess can affect a school's learning environment in important ways. Recess is beneficial when it is used as an opportunity to improve social skills, teach co-operation and engage students in activities that give them ideas for conflict resolution; even something as simple as rock, paper, scissors. The partnership between the school board and the college is a great opportunity for the **third semester students** who helped deliver such team building and interactive activities as Change the Leader, Team Cup Stacking and the Marble Pipeline.

Fulford's Restaurant and the **Corner on Sixth** (a sandwich shop and gourmet meals to go) operated by students in second year Hospitality programs, are both open for Friday lunches during the Fall 2013 semester.

The City of Peterborough and the Peterborough Museum and Archives



broke ground on a museum renewal project that will see a new 9,000 square-foot storage facility added to the museum. Fleming's **Museum Management and Curatorship students** were at the official groundbreaking on November 5.

A Fleming College faculty member was recognized by her peers as Security Educator of the Year at the recent Security Practitioner and Law Enforcement Awards, presented by the Toronto Chapter of ASIS, an international organization for security professionals.

Nancy Newton teaches in the Protection, Security and Investigation program at the Sutherland Campus and has been a security practitioner for more than 25 years.



Congratulations, Nancy!

The **Centre for Heavy Equipment Technology** at the Frost Campus received a new 30 kilowatt propane generator. Wajax representatives were at the Centre on October 28 to



make the donation. They also presented an information session on the company and its many upcoming job opportunities to students in the Heavy Equipment Techniques program.

On November 11 and 3:00pm, staff and students at the Sutherland Campus joined President Tony Tilly for a **spirited debate on the influence of technology on literacy** and what it all means for

The Centre for Alternative Wastewater Treatment (CAWT) hosted a faculty member and a student from **China Agricultural University** November 18 to 22. Professor Baoli Zhang is designing a wetland for the Beijing Water Authority and has been consulting with the CAWT and Brent Wootton, CAWT's Director and Senior Scientist, on the design. Dr. Wootton has been advising on wetland designs for water treatment in the Beijing area through this relationship for several years. Through their visit to the CAWT, Prof. Zhang and student Lu Jing can learn more about its activities and will see treatment wetlands in operation.

On Saturday, November 9, four **students from the Tourism and Travel program** volunteered their time to assist Jamaica Self Help (JSH) with the Caribbean Irie Dinner at St. John's Church in Peterborough. Kim McClennan, Lindsay Tucker, Jaclyn Erer and Kristin Hunt (all Tourism students) and Patti Watson, Coordinator, Tourism and Travel, pitched in to prepare the room, served appetizers and drinks, assisted in serving the dinner, and helped clean-up. Fleming faculty member Raymond Yip Choy (School of Justice and Business studies) served as MC for the event. Fleming formed a partnership with JSH in relation to the Tourism and Travel program's annual Study Abroad Field Experience Trip (SAFE) to Jamaica.

FINANCE AND ADMINISTRATION

Facilities

Construction at the KTTC site is progressing and the building will soon be completely closed in.



Photos by Aaron Hoyle, Facilities.

HUMAN RESOURCES

Recruitment and Selection

For the October 5, 2013 – November 12, 2013 timeframe, the College posted 18 positions (a combination of permanent and temporary positions): 6 Support, 8 Academic and 4 Administrative.

The College hired

- 2 new permanent (full-time) staff. 1 Support, 1 Academic.
- No new permanent (regular part-time) staff.

There was

- 1 internal full-time Support staff transfer.
- 1 temporary full-time Support staff assignment.

There was

- 1 Support Staff (regular part-time) *resignation and/or termination*

There were

- No *retirements*.
- No *leaves*.
- 2 *returns from leave*: 1 Support (personal), 1 Faculty (parental).

Recognition

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

10 years: Donna MacDonald, Kimberly Bell, Colleen Rafton, Craig Blewett, Robert Crowley

15 years: Jason Meddings, Debra Gallagher

20 years: Hans Foerster, Bernadette O'Leary, Paula Ellis

25 years: Linda Leahy

HUMAN RESOURCES —continued

The Fitness and Health Promotion program (FHP) and Human Resources (Wellness) have partnered to offer wellness sessions to Fleming employees.

FHP students are facilitating a series of **Lunch & Learn workshops**, which provides students with a hands-on opportunity to apply their health promotion skills. At the same time, Fleming employees benefit from the Wellness learning opportunities.

As well, FHP students placed in HR (Wellness) have been involved in the planning and implementation of the sessions as part of their learning.

STUDENT SERVICES

Diversity, Accessibility and International Student Supports

International Student Services and the Free Market are hosting a **Winter Clothing Drive**. The Free Market at Sutherland Campus (located in the lower cafeteria) has dedicated space for collecting your donations of winter coats, hats, mittens/gloves, boots and scarves.

The Free Market is open for everyone at Fleming College to use.

Student Life

Fleming's Frost Campus was the site of the **2013 Loggersports** competition on November 2. The popular event draws teams from both Canada and the U.S.—27 teams from nine different schools.

Congratulations to our **Fleming Knights women's rugby team!** The Knights won the OCAA bronze medal on Saturday, Nov. 16, beating the St. Lawrence Vikings 22-10 and claiming victory at home on the new athletic fields.

The win was one for the record books - it was the first time in its 17-year history that the team has won an OCAA medal!

Student Government

Community sports in the City of Peterborough received a boost with the official opening of new artificial turf fields at the **Fleming Sport Complex (FSC)** on November 7.

Fleming College and its Student Administrative Council (SAC) partnered with the City of Peterborough and the Peterborough Youth Soccer Club to fund the \$6.07 million facility.



As part of the province-wide **Yellow Umbrella Project**, **Fleming's Student Administrative Council** promoted mental health awareness at the Sutherland Campus the week of October 28. In addition to providing information, a knitting corner was available for people to stop in and knit a few rows to make scarves. Yarn was donated for the knitting corner and the scarves were donated to the YWCA.

This report is developed in part from *The Fleming Zone*, a website and e-newsletter developed exclusively for Fleming College employees.

ADVANCEMENT AND ALUMNI RELATIONS

National Philanthropy Week

A 'Thank You' video was created for Philanthropy Week. In this video, Fleming College staff, faculty and students thank the many donors who have contributed funds towards student financial assistance, capital projects and equipment this past year.

To commemorate the many philanthropic contributions that positively affect all aspects of our lives, Fleming College hosted *A National Philanthropy Day Celebration* on Wednesday, November 13. The event featured keynote speaker Betsy McGregor who presented "The Unexpected Rewards of Philanthropy – One Family's Story." Former Fleming College President Brian Desbiens presented **Linda Slavin** with the 2013 Brian L. Desbiens Community Service Award.



Ted Brandon of the Haliburton Campus received the internal award from Brian Desbiens and Chief Advancement Officer Shirianne Pawley-Boyd at a Haliburton Rotary meeting on November 14.



The **Premier's Awards** were handed out on Monday, November 18 at a special event in Toronto. Fleming had six Premier's Award nominees representing the college.

The annual Premier's Awards are organized by Colleges Ontario, an advocacy and outreach association of Ontario's 21 colleges of applied arts and technology and three college institutes of technology and advanced learning.

Recognized for their important social and economic contributions, nominees demonstrate a commitment to career success in one of six categories — business, community services, creative arts and design, health sciences, technology and recent graduate.



Board Chair Peter McLean and President Tony Tilly with Fleming's Premier's Award nominees.
Photo by Paula Walton.

MARKETING, COMMUNICATIONS AND LIAISON

Open House takes place at all campus locations on Saturday, November 23 from 10am to 2pm. Hands-on demonstrations from programs such as Fitness and Health Promotion, Pre-Service Firefighter, Culinary and Hospitality will highlight the career options available to students. There will be campus and residence tours as well as information sessions on housing and financial aid. Visitors can also meet with faculty and students from all programs.

The **Cobourg Campus** raised more than \$1,655 (and counting!) for the Northumberland United Way at the ninth annual **Super Bowl**.

The **College Information Program**, a traveling road show of Ontario's colleges, visited the Frost Campus on November 1. About 650 local high school students were at the Campus to find out more about college programs.



REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *From the Board Chair*

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

Strategic Planning

The Board has set the following six *objectives for 2013-2014*:

- Provide governance leadership relevant to the academic area; enhance direct contact with advisory committee chairs; ensure competitive analysis, analysis of program mix and initiate program prioritization.
- At each Board meeting, strengthen College partnerships through Board interaction with its communities (employers, political leaders, community leaders). Specific attention to be paid to strengthening the partnership with St. Joseph's at Fleming.
- Focus attention on human resources on engagement strategies, part-time employees and labour relations.
- Recruit Board members with skill sets that support the strategic priorities of the College. Ensure that an effective Board leadership succession plan is in place.
- Strengthen risk oversight and understanding/oversight of the long-term fiscal health of the College.
- Continue development of governance.

Recruitment

The Board has established a list of candidates to interview as potential representatives on the College Board of Governors.

Celebrating Our Students

- It was with pleasure that I attended the official opening of the new artificial turf fields at the Fleming Sport Complex on November 7.
- Governors received an invitation to the *Celebrating Holidays Around the World Tea and Bazaar* at the Sutherland Campus on Saturday, November 16 in support of financial assistance for International and New Canadian students at Fleming College
- Congratulations to the Fleming Knights *women's rugby team* who captured a medal in a win over the St. Lawrence Vikings in the bronze medal game on November 16 – on the new Fleming Athletic Complex field. This is the first medal for the women's rugby program since its inception in the early 90's.
- The Welcome Mat was rolled out on Saturday, November 23 for prospective students and their families as the College hosted its annual Fall Open House. Despite the wintry weather, attendance was up by 257 compared to the 2012 Fall Open House.

Opportunities for Governors

- The top five student projects in the **Community Leadership Project** will be showcased on December 5 from 6:00 to 8:00 p.m. in the Glenn Crombie Theatre (Room 250) at the Frost Campus. Fleming students will give presentations and Trent students currently conducting community-based education projects in the City of Kawartha Lakes will talk about their research.

- The Frost Campus will host a *Ten Thousand Villages Fair Trade Sale* on Thursday, December 5 and Friday, December 6 from 10 a.m. to 3 p.m. each day. The sale will take place on the Discovery Trail.
- December 13 is the final Friday Lunch for this semester in **Fulford's Restaurant**. The second semester Hospitality students offer a weekly market-style menu that highlights the local foods of the region. Lunch is available 11:30 a.m. to 1:00 p.m.
- Governors are invited to attend a meeting of the **President's Advisory Council** as the Board's representative at one of the 2014 meetings: January 23 (Sutherland Campus); February 20 (Sutherland), April 24 (Sutherland), May 22 (Sutherland). Meetings are scheduled from 4:00 to 6:00pm. In addition to meetings, there is an Open Forum scheduled on March 20, at the Frost Campus over the noon hour.

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORSSUBJECT: *From the President***ACTION REQUIRED** • For Information • For Consultation • For Discussion • For Approval (include motion)**Ministry of Training, Colleges and Universities**

Each year, Ontario presents **Premier's Awards** in six categories to acknowledge the social and economic contribution college graduates make to their communities, the province and throughout the world. In her comments, Premier Wynne stated "Ontario's colleges produce so many inspired leaders and countless graduates who achieve great things in their careers and for their communities. I'm proud to congratulate these outstanding individuals and thank them for their contributions to our province's success." The *2013 Premier's Awards recipients* are:

- Tahani Aburaneh, Conestoga College; graduated in 1987
- Jim Caruk, George Brown College; graduated in 1976
- Ramesh Ferris, Confederation College; graduated in 2001
- Rex Grignon, Sheridan College; graduated in 1984
- Elina Katsman, Canadore College; graduated in 1986
- Lee Renshaw, Humber College; graduated in 2009

Brian Tamblyn, president emeritus of Georgian College, was recognized with the **Minister's Lifetime Achievement Award** for his outstanding contributions to Ontario's college system. In presenting the award, Minister Duiguide stated "Mr. Tamblyn's commitment to our province's postsecondary education system has helped to ensure Ontario has the skilled workers it needs to succeed in the 21st century economy. I am honoured to present him with this award for his exceptional vision and leadership."

Colleges Ontario

- The *Higher Education Summit*, held in Toronto November 17 and 18, was a resounding success. Featured speakers included Sir Ken Robinson, Bob Rae, Chantal Hébert, and Ken Coates. The keynote address was provided by Alan Alda. A full-page insert featuring the Premier's Awards recipients and a list of the nominees was in the November 23 Globe and Mail.
- Attended College Day at Queen's Park, held November 19, and had the pleasure of meeting with MPP Laurie Scott, Minister Eric Hoskins and Minister David Oraziotti. It was also a pleasure to accompany Premier Kathleen Wynne as she sampled our culinary students' creations at the Reception.

Within the System

- Mohawk College President *Rob MacIsaac* has announced he would be leaving the college at the end of January 2014 to become President and CEO of Hamilton Health Sciences.
- *Lane Trotter*, Senior Vice President Academic at Fanshawe College, has accepted the position of President of Langara College in Vancouver. Lane's last day at Fanshawe will be January 10, 2014.
- According to a new report from the *Higher Education Quality Council of Ontario* (HEQCO), Ontario students preparing for college or university may not have the literacy skills necessary for success. The project found that not only are many students ill-prepared for higher education, there is also a

lack of consistency in expectations for high school students. The International Adult Literacy Survey found that not even a quarter of respondents aged 18 to 65 scored above the minimum level of proficiency; results from the Adult Literacy and Life Skills Survey which is carried out several years later as a follow-up, found no substantial improvement in Canadian literacy skills in this same age group.

Association of Canadian Community Colleges

- As a Director on the ACCC Board, participated in conference calls and attended meetings.
- Attended the *China-Canada Joint Committee for Co-operation on Science and Technology* in Beijing, and provided a presentation at the conference.

International

- Visited three cities in China with the following focuses:

Shanghai (financial capital)

- Visited Shanghai Institute of Health Sciences
- Attended initial orientation discussions on China, education and the international educational marketplace

Chongqing (City of 32 million; gateway to southwest China)

- Developed knowledge of strategies outside the financial and political capitals (Shanghai and Beijing)
- Attended the opening of Centennial's fourth office in China (with support provided for Fleming)
- Attended events involving employees, political and education leaders plus Canadian consulate representatives

Beijing

- Participated in the Association of Canadian Community Colleges mission to China (I also serve on the ACCC board of directors)
- Presented at the conference on Vocational Education Leadership Development (VELT); Chinese presidents had previously visited Fleming College
- Attended the Beijing Education Fair
- Developed relationships at Canadian Embassy with a senior official
- Visited the Centennial College office
- Visited the largest agent for international students in China and carried out a signing ceremony
- Initiated relationship with the Yellow River Conservancy Technical Institute (specialist parallel to the Frost Campus)
- Worked with leaders from Centennial on Fleming strategy and resources in China

In the Community

- Attended the October 25 meeting of the Lindsay Rotary Club; the guest speaker was the Minister of Training, Colleges and Universities, Brad Duguid who shared information on the Youth Jobs Strategy and the need for ongoing support for the skilled trades.
- On November 11, I met with representatives of the Township of Cavan Monaghan and the project manager for the Cham Shan Temple at the Temple's building site in Bethany.
- Continued to host meetings with representatives and/or make corporate visits with respect to the Kawartha Trades and Technology Centre.

- Attended meetings as a member of the Board for the Community Foundation of Greater Peterborough and Greater Peterborough Innovation Cluster.
- Met with each of Fleming's six Premier's Awards nominees.
- Participated in the Sutherland Campus Remembrance Day ceremony and the College's Open House events.

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: Kawartha Trades and Technology Centre – Construction Project Update
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

ACTION REQUIRED
For Information
EXECUTIVE SUMMARY • Purpose of this report/request • Past History • Other relevant information

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

KTTC Update – 5 November 2013
**Progress to date –
Construction site**

Item	% complete This report	% complete last report (6 Feb 2013)	Projected completion date this report	Projected completion date last report	Completion date as per original schedule (26 Sept 2012)
Project Schedule	11	29	7 August 2014	7 August 2014	
Percentage of change order/contingency expended		9.81			
Main Building	36	29	7 August 2014	7 August 2014	
Building Structure (foundations, slab, floors, framing, etc.)	100	99	26 July 2013	26 July 2013	18 Jun 2013
Building Envelope (cement fibre panels, cladding, glazing, roofing, skylights, etc.)	26	19	6 March 2014	9 Jan 2014	31 Jul 2013
Interior Wall Construction	14	9	28 February 2014	28 February 2014	23 Dec 2013
Finishes	0	0	9 July 2014	9 July 2014	7 Mar 2014
Fittings (millwork)	0	0	20 May 2014	20 May 2014	28 Feb 2014
Electrical	35	0	2 July 2014	2 July 2014	7 Mar 2014
Fire Alarm	0	0	12 April 2014	12 May 2014	7 Mar 2014
Mechanical (Plumbing)	0	0	20 May 2014	11 April 2014	28 Feb 2014
Mechanical (HVAC)	0	0	2 July 2014	2 July 2014	7 Mar 2014
Sprinkler and Fire Protection	0	0	9 July 2014	9 July 2014	7 Mar 2013
Exterior work and landscaping	0	0	1 May 2014	15 August 2014	30 Dec 2013
Occupation Permit (substantial Performance)			9 July 2014	9 July 2014	4 Mar 2014

Internal Planning

Contracted Substantial Performance Date 3 March 2014

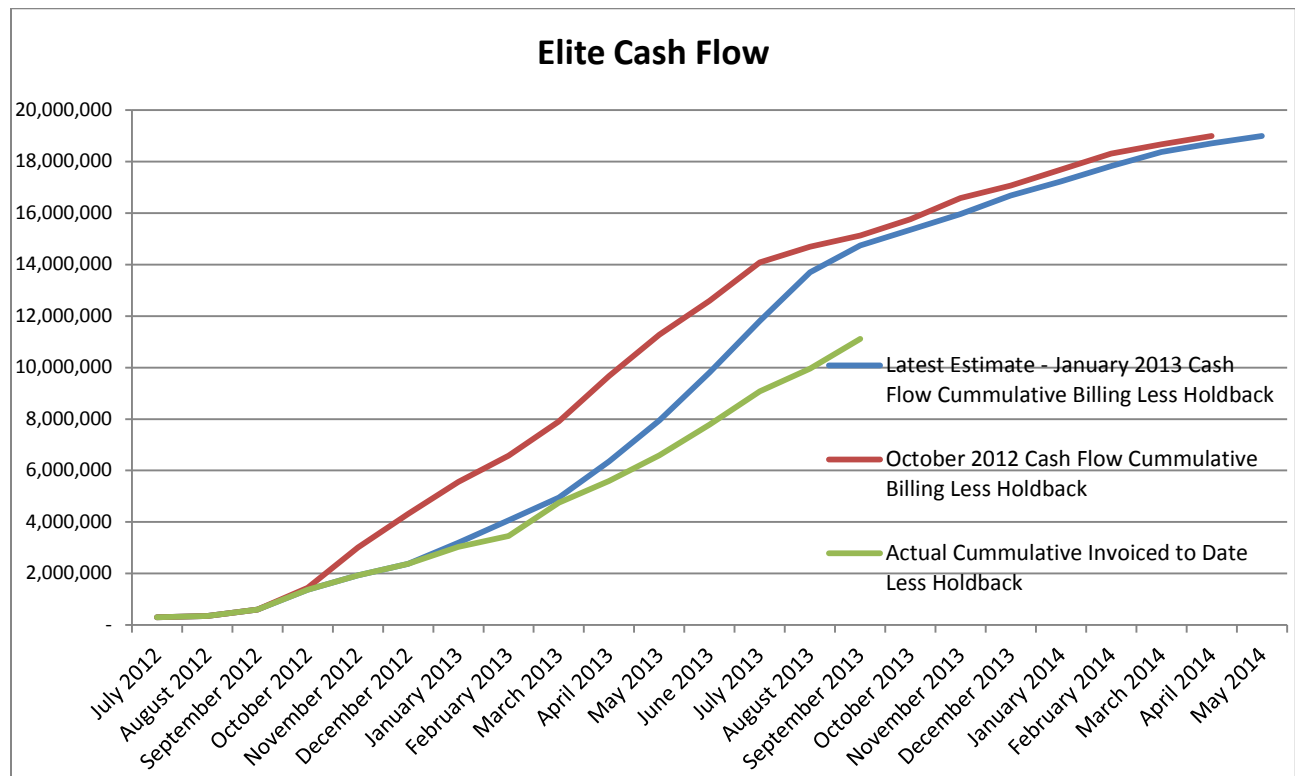
Item	% complete this report	% complete last report	Projected completion date	Projected completion date last report
Room allocations and space planning	100	100	complete	15 Mar 2013
Equipment lists	100	100	complete	15 Mar 2013
Furniture lists	100	100	complete	1 Apr 2013
Computer layout and rack design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

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

Risks: The schedule will be a risk until the end of the project. The College will continue to work with the Prime Consultant and the contractor in order to ensure the proper sequencing and occupancy.

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

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



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

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *New Program – Pest Management Techniques*

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

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

Proposed:

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

SOURCE

- New Program Development and Approval Process, endorsed by the Board – January 26, 2011
- Academic Planning and Development Committee meeting November 13, 2013
- Academic and Student Affairs Committee meeting November 13, 2013

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

The Ontario College Certificate in *Pest Management Techniques* was designed to meet urgent industry demand for skilled pest management workers. Industry has demonstrated tremendous support of this program and there are ample employment opportunities in the field with excellent prospects for advancement.

The proposal is to offer a three-semester Ontario College Certificate in *Pest Management Techniques* commencing January 2015. Curriculum for the *Pest Management Techniques* program will focus on structural pest control and management, organic and natural controls, business practices within the industry and familiarization with green houses and other environments where pest management is required. This program will have a cooperative education semester. Industry has offered to hire students for the cooperative education term(s), provide venues for field trips and necessary equipment.

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

Credential: Ontario College Certificate

Program Length: Three Semesters

School: Environmental and Natural Resource Sciences

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

Space Requirements: The School of Environmental and Natural Resource Sciences has the required laboratory space for the operation of this program, however, should numbers increase to a second section size there may be more space required for laboratory work. The program will require a secure area for storage of equipment, traps, and chemicals. Suitable space where students can measure chemicals, fill containment units, and practice these skills is also required.

Scheduling: The program will be scheduled at our Lindsay (Frost) Campus. The program has been designed with three semesters of study.

Recruiting Staff: Qualified faculty have been identified to teach some of the courses. A contract position for the four specialized pest management courses will be required with suitable qualifications as a licensed and experienced exterminator.

PREPARED BY: Office of Vice-President Academic

Sir Sandford Fleming College - Program Costing

Program Name: Environmental Pest Management Techniques

Net Tuition (Semester 1 and 3)	\$	1,130
BOG (per yr)	\$	4,300
Attrition		20%
WFU (per semester)		0.74

(All values expressed in current dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Semester 1 Enrolment	25	25	30	30	30	30
Semester 2 Enrolment		40	24	24	24	24
Semester 3 Enrolment		16	16	20	20	20
Revenues						
Tuition Fees	\$28,250	\$46,330	\$51,980	\$56,500	\$ 56,500	\$ 56,500
MTCU Operating Grant Received	-	26,338	69,531	117,992	144,330	153,811
Coop Fees		20,240	12,144	12,144	12,144	12,144
Total	28,250	92,908	133,655	186,636	212,974	222,455
Expenses						
Academic Direct	46,214	101,186	92,929	92,929	92,929	92,929
Program Coordinator	15,698	15,698	15,698	15,698	15,698	15,698
Annual Operating Costs	25,000	25,000	25,000	25,000	25,000	25,000
Technicians	2,340	4,680	2,340	2,340	2,340	2,340
Dean & Other academic costs	1,639	5,389	7,752	10,825	12,352	12,902
Total	\$90,890	\$151,952	\$143,718	\$146,791	\$148,319	\$148,869
Net Contribution or (Cost) of Proposed						
New Program before Overheads	(62,640)	(59,045)	(10,063)	39,845	64,655	73,586
Contribution %	(221.7%)	(63.6%)	(7.5%)	21.3%	30.4%	33.1%
Startup and Replacement Capital Costs						
Development Costs	36,000					
College Overhead	9,958	32,750	47,113	65,789	75,073	78,415
Net Contribution or (Cost) of Proposed						
New Program	(\$108,598)	(\$91,795)	(\$57,177)	(\$25,944)	(\$10,418)	(\$4,829)
Cumulative Cash Flow	(\$98,640)	(\$157,685)	(\$167,748)	(\$127,903)	(\$63,248)	\$10,338

Assumptions:

1. Dean and other academic administrative expenses allocated at 5.8% of revenue
2. Academic delivery costs are comprised of approximately 30% FT Faculty and 70% Contract Faculty
3. College overhead is allocated at 35.25% of revenue
4. Co-Op fee of \$506 to be received per student for semester 2

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Appointment of External Auditors*

PRESENTED BY: Governor Degeer, Chair – Audit Committee

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

Proposed:

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

SOURCE

- Audit Committee meeting November 13, 2013
- Board of Governors public meeting October 28, 2009 awarding RFP#AD09-06 for External Auditing Services

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

In July 2009, an RFP was issued for external auditing services for a five-year period ending with the 2013-2014 fiscal year. The scope of the RFP included the College Financial Statement Audit, the Enrolment and Graduate Reporting Audit and five small audit reports for specific funding.

Each fall, the Audit Committee reviews and recommends the appointment of the external auditor to the Board after obtaining and considering management's evaluation of the incumbent auditors.

The Finance and Property Committee recommends appointing KPMG LLP as the College's External Auditors for the fiscal year ended March 31, 2014.

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

KPMG LLP has been the College auditor under two separate contracts for eleven years and provided excellent service to date.

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

The 2013-2014 fiscal year is the final year of the current RFP for External Auditing Services, with a fee of \$79,056 excluding taxes and \$89,333 including HST.

There are additional small audits required on top of the five included in the RFP for specific funding received by the College. These small audits are billed separately on top of the annual fee noted above as the actual number varies annually based on the reporting requirements of the funding received. The estimated total cost at this time for additional small audits in 2013-2014 fiscal year is approximately \$15,000 excluding taxes.

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

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: 2013-2014 Budget Update

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

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

Proposed:

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

Total Revenue of \$ 98,287,479

Expenditures of \$ 98,287,479

Capital Expenditure of \$25,773,789

Net Assets at March 31, 2014 of \$10,588,000 AND

that the Budget Update be submitted to the Ministry of Training, Colleges and Universities.

SOURCE

- Finance and Property Committee meeting November 13, 2013
- 2013-2014 Financial Plan, approved by the Board of Governors May 1, 2013
- Minister's Binding Policy Directive – Governance and Accountability Policy Framework, *Business Plan Operating Procedure*

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

The Budget Update process is now complete. This process provides all budget managers the opportunity to formally review preliminary budgets, make adjustments and account for events that may have occurred since establishing the Preliminary Budget. The most significant change identified since May is the accounting charge required as a result of the discovery of the contaminated soil at the McRae Campus.

This annual request by the Ministry requires information to be submitted on specific Ministry templates and that the budget update is approved by the Board of Governors. The *2013-2014 Budget Update* is attached.

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

The most significant risk remaining in the Budget Update is that the cost to remediate the McRae soil contamination may be higher or lower than the \$1 million estimate built into the Budget Update. Environmental engineers have been engaged to further assess the building and provide a construction estimate; however this will not be completed until late December. As mitigation, the college will monitor its budgets closely through the remainder of the year and report status, along with any further action required, to the Board.

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

This Budget Update projects a balanced financial plan for the College for the year ended March 31, 2014.

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

Fleming College Financial Plan Update 2013-2014

DRAFT

November 2013

I. Summary

Through the budget update process, the College maintained the approach from Preliminary Budget of a conservative, balanced Financial Plan for 2013/14.

Total revenues and expenditures for this Updated Financial Plan are balanced at \$98.3 million, a modest increase of 0.8% over the 2013/14 Preliminary Budget. Capital investment is budgeted at \$25.8 million, a decline of \$1.7 million from Preliminary Budget. Net Assets are projected to be \$10.6 million for March 31, 2014.

Fleming College Financial Plan Update Budget 2013/14


SUMMARY

(\$ 000's)

	2013/14 Budget Update	2013/14 Preliminary Budget	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 46,852	\$ 46,657	195	0.4%
Tuition & Other	35,956	35,453	503	1.5%
Amortization	3,527	3,741	(214)	-5.8%
Skills, Bursaries, Ancillary & Projects	11,952	11,677	276	2.2%
Revenue	98,287	97,528	759	0.8%
Operating Expenses	81,131	80,510	621	0.8%
Amortization Expense	5,003	5,200	(197)	-3.5%
Skills, Bursaries, Ancillary & Projects	12,153	11,818	335	2.6%
Expenses	98,287	97,528	759	0.8%
Excess of Revenue over Expenditures	\$ -	\$ -		
	Projected Balance Mar 31/14	Balance Mar 31/13	\$ Increase (Decrease)	% Increase (Decrease)
NET ASSETS				
Invested in Capital Assets				
As of April 1, 1997	\$ 2,417	2,417	-	
Since April 1, 1997	13,385	9,520	3,865	36.1%
Total Invested in Capital Assets	15,802	11,937	3,865	32.4%
Unrestricted				
Operating (Board Reserves)	(2,901)	1,150	(4,051)	139.7%
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(10,714)	(10,714)	-	
Total Unrestricted	(13,615)	(9,564)	(4,051)	42.4%
Internally Restricted	2,162	1,976	186	11.4%
Subtotal Net Assets	4,350	4,350	-	0.0%
Externally restricted	6,239	6,239	-	
TOTAL NET ASSETS	\$ 10,588	10,588	0	0.0%

II. Revenue

College revenues are budgeted at \$ 98.3 million; an increase of 0.8% from revenues planned in the 2013/2014 Preliminary Budget.

SIR SANDFORD FLEMING COLLEGE					
Statement of Revenue and Expenditures					
Budget Update 2013/14		Budget Update	Preliminary Budget	Budget Change	% Change
Revenue					
Grants and Reimbursements		46,851,741	46,656,850	194,891	0.4%
Student Tuition Fees		23,795,849	23,074,408	721,441	3.0%
Contract Training		901,916	806,481	95,435	10.6%
Other Income					
Other Income		7,245,393	7,559,418	- 314,025	-4.3%
Ancillary Fees		4,013,165	4,013,165	-	0.0%
Total Other Income		11,258,558	11,572,583	- 314,025	-2.8%
Amortization of Deferred Capital Contributions		3,527,000	3,741,000	- 214,000	-6.1%
Total Operating Revenues		86,335,064	85,851,322	483,742	0.6%
Investments					
Skills Programs		3,162,091	3,162,091	-	0.0%
Tuition Holdback Bursaries		2,357,681	2,301,681	56,000	2.4%
Ministry Bursaries		463,655	463,655	-	0.0%
Special Projects		1,781,077	1,580,509	200,568	11.3%
Facilities Renewal and Renovation Projects		194,653	144,193	50,460	25.9%
Ancillary Operations		3,993,258	4,024,742	- 31,484	-0.8%
Total Non Operating Revenues		11,952,415	11,676,871	275,544	2.3%
Total Revenue		98,287,479	97,528,193	759,286	0.8%

1. Grants and Reimbursements

Outstanding ministry capital grants have been confirmed for 2013/2014 providing for a slight increase of \$194,891 over the amount budgeted in the Preliminary Budget. This increase is to be used to offset expenditures for equipment/capital repair and maintenance. Any amounts under two grant proposals submitted to MTCU (Productivity and Innovation Grant and Financial Health and Sustainability Grant) are not included in the College budget as confirmation of grant funding has not been received.

2. Tuition Fees

Tuition fee revenue has increased from Preliminary Budget by \$721,441, with \$559,000 coming from International enrolments and only a modest increase in domestic enrolments.

3. Contract Training

Contract training revenue has increased by \$95,435 from Preliminary Budget with the schools actively seeking out new training opportunities/partnerships with industry.

4. Other Income


Overall, other income has decreased by \$314,025 (4.3%) from the Preliminary Budget. Other income is comprised of a variety of income streams from operations including bookstore, parking and cafeteria which are subject to annual fluctuations based on individual preferences.

A significant component of this decrease is projected to come from parking fees, where at time of Preliminary Budget, the college was proposing a new parking fee structure to re-invest into enhancements, repairs and maintenance to parking lots and college roads. Without the net increase to parking revenues as planned, this re-investment will be deferred.

5. Non-Operating Revenues

The revenue recorded in this category represents funding received from multiple sources including a variety of funds secured for projects with third party partners (i.e. Ontario Federation of Anglers and Hunters for Atlantic Salmon Operations) and MTCU grants for facility projects. Outstanding grants have been confirmed representing an overall increase from Preliminary Budget of \$275,544. These increases are offset fully by increases in matching expenditures.

III. Expenditures

SIR SANDFORD FLEMING COLLEGE					
Statement of Revenue and Expenditures					
Budget Update 2013/14					
		Budget Update	Preliminary Budget	Budget Change	% Change
Expenditures					
Salaries and Benefits					
Salaries, Full Time		38,495,598	38,854,753	- 359,155	-0.9%
Salaries, Part Time		11,939,865	11,789,856	150,009	1.3%
Benefits		10,674,738	10,826,922	- 152,184	-1.4%
Total Salaries and Benefits		61,110,201	61,471,531	- 361,330	-0.6%
Non-Salary Expenses					
Instructional Support Costs		4,603,574	4,666,358	- 62,784	-1.4%
Travel and Professional Development		1,153,852	1,191,729	- 37,877	-3.3%
Advertising		1,070,390	1,070,007	383	0.0%
Telephone, Audit, Legal & Insurance		924,699	965,743	- 41,044	-4.4%
Equipment Maintenance		400,458	372,958	27,500	6.9%
Plant and Security		3,544,223	2,579,596	964,627	27.2%
Rentals and Taxes		1,014,574	1,027,814	- 13,240	-1.3%
Utilities		2,208,403	2,074,263	134,140	6.1%
Contract Services Trent		2,155,058	2,155,058	-	0.0%
Services & Other		2,879,126	2,868,126	11,000	0.4%
Long Term Debt Interest		66,805	66,805	-	0.0%
Amortization of Capital Assets		5,003,000	5,200,000	- 197,000	-3.9%
Total Non-Salary Expenses		25,024,162	24,238,457	785,705	3.1%
Total Operating Expenditures		86,134,363	85,709,988	424,375	0.5%
Investments		815,168	820,969	- 5,801	-0.7%
Skills Programs		2,733,845	2,755,524	- 21,679	-0.8%
Tuition Holdback Bursaries		2,357,681	2,301,681	56,000	2.4%
Ministry Bursaries		463,655	463,655	-	0.0%
Special Projects		1,781,077	1,580,509	200,568	11.3%
Facilities Renewal and Renovation Projects		194,653	144,193	50,460	25.9%
Ancillary Operations		3,807,037	3,751,674	55,363	1.5%
Total Non Operating Expenditures		12,153,116	11,818,205	334,911	2.8%
Total Expenditures		98,287,479	97,528,193	759,286	0.8%

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. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary has decreased from Preliminary Budget by \$359,155 due to delays in planned hires in an effort to generate operating savings.

2. Part Time Salaries

Part time (PT) salaries have increased by only \$150,009 from the Preliminary Budget with an increase in temporary hires used while waiting for pending FT hiring process to proceed.

3. Benefits

Benefits have decreased accordingly with the change in staffing mix and delay of FT hires.

4. Non Salary Expenses

Overall the Non Salary Expenses have increased \$785,705. This significant increase is due to the requirement to account for the estimated cost of the unexpected soil remediation required at the McRae campus. An estimate of \$1 million has been included in the operating expenditure budget to account for this cost. In order to maintain a balanced budget, as an offset for this liability, the organization was asked to find operating savings during the budget update process. While the majority of the offset will come from increases in tuition revenue, savings were found in salary expense as noted above along with savings from the deferral of planned software purchases and travel.

IV. Capital

Capital spending for the 2013/14 Update Budget is planned at \$25,773,789. This has declined by \$1.7 million from Preliminary Budget. Significant adjustments included a timing adjustment for the purchase of Academic and IT Equipment for the Kawartha Trades and Technology School; purchases of \$4.6 million are being moved into 2014/15. An additional budget update includes the added funding for the Sports Fields at \$2.9 million with 100% of College funding being provided by the Student Association in partnership with the City of Peterborough. Contracts for this work were not in place at time of Preliminary Budget. Other adjustments include realignment of budget for cost savings and/or substitutions which include a \$200,000 estimated cost adjustment for network equipment required to maintain the College's ability to graduate students certified for CISCO products.

Capital budgeted for 2013/14 is summarized below:

	Budget Update	Preliminary Budget	Change
KTTC Building and Equipment	\$ 18,621,914	\$ 23,194,772	\$ 4,572,858
CAWT	1,613,961	1,615,948	1,987
Sports Fields	2,900,000	-	2,900,000
Building Renovations	811,000	798,000	- 13,000
Residence Capital	225,000	375,000	150,000
Parking Lot Upgrade and Equipment	163,000	169,000	6,000
Academic Equipment	803,914	889,300	85,386
Network Equipment	635,000	415,000	- 220,000
	\$ 25,773,789	\$ 27,457,020	\$ 1,683,231