

**BOARD OF GOVERNORS
PUBLIC MEETING**

Wednesday, December 5, 2012

3:45 p.m.

**Frost Campus, 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	A = Approve R = Receive I = Information
	1. Call to Order	
1 min	2. Welcome and Introduction of Guests	
1 min	3. Approval of Agenda	Pgs 1 - 2
1 min	4. Conflict of Interest Declaration	
1 min	5. Unanimous Consent Agenda	Pgs 3 - 22
	<i>The following items/recommendations have been identified as part of the consent agenda for the public meeting of the Board; Governors are encouraged to call the President/Board Chair/Board Secretary in advance of the meeting if there are questions about a listed consent agenda item.</i>	
	ITEMS: (Enclosed)	
	A 5.1 Minutes of the October 24, 2012 public meeting of the Board	
	R 5.2 Activities of the Board Committees for the month of November 2012	
	R 5.3 Program Advisory Committee Meeting Summaries and 2012-2013 Schedule of Meetings	
	R 5.4 Index of Correspondence for October/November 2012	
20 min	6. Education of the Board	Information
	a) Student Government: <i>Grant Meadwell, Associate Vice-President Student Services, will introduce the Executive of the Frost Student Association who will provide the Board with an overview of their business structure, a summary of activities over the past year, and the outcome of their constitutional referendum.</i>	
	b) Frost Campus and the School of Environmental and Natural Resource Sciences: <i>Linda Skilton, Dean/Principal of the Frost Campus, will supplement Item 7.4 with an "off-campus" focus.</i>	Pgs 23 - 32
10 min	7. Reports	Information
	7.1 Board Chair (verbal) Report added - view thumbnail pg 46	
	7.2 a) College Activity (Enclosed)	Pgs 33 - 36
	b) President (verbal) Report added - view thumbnail pgs 47-48	
	7.3 a) Liaison Governor: President's Advisory Council (verbal) The November 22 meeting was attended by Governor Sexton	
	7.4 Frost Campus Update (Enclosed)	Pgs 37 - 38
	7.5 "Connecting with Our Communities" <i>This is a roundtable opportunity for Governors to comment on events they have attended and/or debrief on a recent event.</i>	
	7.6 Report from the In-Camera Meeting (verbal)	
20 min	8. Fleming's Strategic Mandate Agreement – Centre of Excellence	
	The full document is available as a pdf at: http://flemingcollege.ca/about-fleming/reports-and-plans	

For ease of discussion, Objective 2 is enclosed.

Pgs 39 - 40

Questions

1. From the Board of Governors' perspective, which aspects of this proposal have the greatest promise and what are the areas of concern?
2. What role should Fleming College ask our municipal partners to play to support the proposed Centre of Excellence?
3. What role does the Board of Governors wish to play in the development of the College's work on a Centre of Excellence and on a collaborative relationship between Fleming and partner colleges in northern Ontario?

10 min

9. Business Arising from Previous Meetings

- I 9.1 Operating Costs of a Campus (*verbal, by the Vice-President Finance*)
- I 9.2 Recognition of Program Advisory Committee Members (*verbal, by the President*)

15 min

10. New Business / Board Decision Items

- A 10.1 Appointment of External Auditors (*Enclosed*) Pg 41
- A 10.2 Update Budget 2012-2013 (*Enclosed*) Pgs 42 - 43
- A 10.3 New Program: Advanced Water Systems Operations and Management (*Enclosed*) Pgs 44 - 45

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

10 min

12. Private Session

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

13. Adjournment approx. 5:10 p.m.

UNANIMOUS CONSENT AGENDA

SOURCE

- By-law 1-102, s. 32.7: Board committees meet in-camera; minutes are reviewed and approved by the full Board at the next succeeding Board meeting as part of the public session Consent Agenda.
- Board Policy 1-102L, *Guidelines for the Consent Agenda*

<p>Action Required</p> <ul style="list-style-type: none"> • for Information • for Consultation and/or Discussion • for Approval (motion required) 	<p>THAT the Board of Governors of Sir Sandford Fleming College, by unanimous consent,</p> <p>approve the</p> <p>5.1 minutes of the October 24, 2012 public meeting of the Board; and</p> <p>receive, for information, the</p> <p>5.2 Report on the Activities of the Board Committees for the month of November 2012</p> <p>5.3 Meeting Summaries of the Practical Nursing (October 11), Pharmacy Technician (October 17), Child and Youth Worker (November 1) and Esthetician (November 5) Program Advisory Committees and the 2012-2013 Schedule of Advisory Committee Meetings</p> <p>5.4 Index of Correspondence for October/November 2012</p> <p>as circulated.</p>
<p>Prepared by</p>	<p>Board Secretary</p>

BOARD OF GOVERNORS

Public (*Open Session*) Meeting

Wednesday, October 24, 2012

Haliburton School of The Arts, Room #11

Haliburton, ON

MINUTES

Present: Mr. Astell, Mr. Degeer, Ms. Kerrigan, Ms. Kloosterman, Mr. Mackle, Ms. Maki, Mr. McLean, Ms. Merrett, Mr. Nesbitt, Mr. Sexton, Ms. Shill, Mr. Stanford, Ms. Sutcliffe-Geens, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Dr. Dockstator, Mr. Gulston, Ms. Ross.

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

Guests: Ms. Dupret, Dean/Principal – Haliburton Campus; Dr. Pander-Scott, Registrar. Ms. Copeland, College Communications; Ms. Jenn Watt, *Haliburton Echo*.

1. Call to Order

The Chair brought the meeting to order at 4:15 p.m.

2. Introductions

- a) A warm welcome was extended to the meeting guests (listed above).
- b) At this first meeting of the 2012-2013 Board year, the most recent appointees to the Board were introduced. Dana Merrett and Dan Stanford are external governors whose three-year term commenced September 1. There are three internal governors: Heather Kerrigan and Sue Kloosterman are the Support Staff and Administrative representatives, also serving three year terms, and Ed Sexton is the Student Governor serving a one-year term.

The Board elects chairs of the standing committees for one-year terms beginning September 1; the 2012-2013 Executive is:

- Peter McLean, Board Chair
- Joan Ross, Chair – Executive Committee and Board Vice-Chair
- Tim Degeer, Chair – Finance & Property and Audit Committees and 2nd Board Vice-Chair
- Karen Maki, Chair – Academic and Student Affairs Committee
- Mark Dockstator, Chair – Human Resources Committee

3. Approval of Agenda

BoG Oct24-2012 #1

Moved and Seconded by Mr. Astell and Mr. Stanford
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

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

BoG Oct24-2012 #2

Moved and Seconded by Ms. Maki and Mr. Sexton

THAT the Board of Governors of Sir Sandford Fleming College

- **approve the minutes of the June 27, 2012 public meeting of the Board of Governors;**
- **approve the List of College Signing Officials, as circulated; and**

receive, for information, the

- **Report on the Summer Decisions by the Board Executive;**
- **Report on the Activities of the Board Committees for the month of October 2012**
- **Report of the Purchase Contracts (\$100,000 to \$499,000) awarded for the period June 1 through August 31, 2012;**
- **Plumbing Program Advisory Committee Meeting Summary for the September 27, 2012 meeting and the Fall 2012 Schedule of Program Advisory Committee Meetings; and the**
- **Index of Correspondence for the Summer/Fall 2012 timeframe,**

as circulated.

Carried

6. Education of the Board

Governors received a tour of the Great Hall and two studio spaces.

7. Reports

7.1 The Chair's Report was provided as a handout. The Greater Peterborough Chamber of Commerce awarded Tyler Lovenuk a Student Business Leadership Bursary at the recent Business Excellence Awards Gala. Mr. Lovenuk is a current Fleming student and past Student Governor. In accepting the award, he was very appreciative of the leadership development provided to him. Attention was also drawn to the six Fleming College nominees for the 2012 Premier's Awards; recipients will be announced November 26, at the close of the Higher Education Summit.

7.2 The President's Report was also provided as a handout. Dr. Tilly provided highlights and encouraged members to read both Reports at their leisure.

7.3 Liaison Governors: On behalf of Dr. Dockstator, the President reported that at the October 4 meeting of the *Aboriginal Education Council*, members received a detailed report on the Aboriginal Emphasis Initiative; further updates will be provided as the year progresses. Governor Stanford attended September 27 meeting of the *President's Advisory Council* with a focus on Student Life. A governor liaison is required for the November 22 meeting which is scheduled for the Frost Campus.

7.4 Haliburton Campus Update: Ms. Dupret spoke to key activities highlighted in the Report. Governors noted the challenges related to accommodation in the area, particularly in the summer, and that development of a private student residence was under consideration.

7.5 "Connecting with Our Communities": The launch of the KTTTC fundraising campaign was well attended by governors. The Campaign Cabinet represents a diverse cross-section of community volunteers in support of the project.

7.6 Report from the In-Camera Meeting: The Board utilized time in the in-camera meeting to focus on setting objectives for the year and will finalize specifics for adoption next month.

8. Generative Discussion: Fleming's Strategic Mandate Agreement

Congratulations were extended to the team who developed the document. Dr. Tilly noted that the College has received positive feedback from both the Ministry and the Higher Education Quality Council of Ontario. Governors were encouraged to access the HEQCO website <http://www.heqco.ca/en-CA/About%20Us/policyadvice/Pages/smas.aspx> and review other SMAs.

Three questions were offered to facilitate discussion; a summary of comments follows each.

What is the status of the SMAs given the Premier's resignation and the prorogation of the Legislature?

- the future of the endeavour is open to question, but from Fleming's perspective, the SMA is consistent with its strategic plan
- the document clearly demonstrates what the College wants to do and what it has started
- it is ambitious but builds on existing strengths and is based on evidence

What elements of the SMA can and should the College actively pursue despite these circumstances?

- College and Board should continue to focus on a vision for the future
- need to ask the faculty what they think about the document, what they would flag as elements to pursue, and what they see as priorities; this could be done through a survey
- engage with government and partners in moving towards a Centre of Excellence
- continue to explore a partnership with Confederation College (Thunder Bay), Northern College (Timmins) and College Boreal (Sudbury) to collaboratively deliver programs in the environmental and natural resources fields – this supports objective 2 in the SMA
- seek a share of the provincial funding that is available
- a concern is the capacity to bring the Centre of Excellence to fruition, specifically the investment of time and effort in view of prorogation

What should be the Board's objective relevant to the SMA and the agenda of postsecondary reform in 2012-2013?

- ensure connections between the Strategic Plan, Business Plan and SMA

9. Business Arising from Previous Meeting/s

9.1 Dr. Pander-Scott provided an update on enrolment. Growth slowed in 2011-2012 after experiencing several years of significant growth from 2007/08 to 2010/11. Overall enrolment has come in virtually consistent with the enrolment plan and is tracking close to the budget plan. The College is experiencing changes in the enrolment mix, with good success in returning students and international growth, but shrinking first semester domestic student intake. The system has grown in overall Fall enrolment by 3%; staff are analyzing the data to determine where the growth is attributed, e.g. new product development, expansion of existing offerings. This fall, Fleming welcomed more than 200 new and returning international students, the majority from India through our partnership with Centennial College.

The College has the capacity to take more students, but it may not be in an area where there is interest. It is also important that the College look at creating opportunities without affecting quality for the students, e.g. creativity around evening and weekend hours, January program launches.

10. New Business / Board Decision Items

10.1 New Program: On behalf of the Committee, Governor Maki presented a proposal for an Ontario College Graduate Certificate in Studio Process Advancement. The initial program title,

Intensive Studio Practice, was changed following discussion with credential validators to reflect the essence of the program – advancing an artists' ability to advance their studio practice.

BoG Oct24-2012 #3

Moved and Seconded by Ms. Maki and Mr. Mackle

THAT the Board of Governors of Sir Sandford Fleming College approve and offer an *Ontario College Graduate Certificate in Studio Process Advancement* with an implementation date of May 2013, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.

Carried

- 10.2 Fleming College 2012-2013 Accessibility Plan: On behalf of Administration, Ms. Crook presented the Accessibility Plan (including the 2011/12 Report) and the Multiyear Accessibility Plan for 2012-2015. The province adopted a new Integrated Accessibility Standard Regulation that set out the requirements for three standards – Employment, Information and Communications, Transportation – in one integrated compliance timeline. The third standard does not affect the College beyond the services it contracts as we do not operate transportation services. Through a system-wide consortium, a toolkit was developed to assist colleges with the policy, planning and procedural work required by the Regulation.

BoG Oct24-2012 #4

Moved and Seconded by Ms. Maki and Mr. Sexton

THAT the Board of Governors of Sir Sandford Fleming College endorse the *Fleming College 2012-2013 Accessibility Plan* and the *Fleming College Multiyear Accessibility Plan 2012-2015*, as circulated.

Carried

- 10.3 A document consolidating the 2012-2013 work plans of the Board Committees and Board of Governors was provided. With the schedule linked to submission deadlines, Chairs and staff resources were encouraged to use the chart as a blueprint for the coming year.
- 10.4 The concept of moving the Board toward a paperless meeting environment has been raised at various times, most recently at the Retreat. The College will make equipment available to those without access to portable technology. With this in mind, the Executive Committee recommends a hybrid solution. Commencing with the November meetings, agenda packages would be emailed as a single pdf; governors who indicate a paper packet or who lack a portable electronic device will continue to receive materials via Purolator. Administration is committed to making a parallel transition. In the meantime, committees are asked to reflect on the various reports they receive and identify where adjustments could be made.

11. Other Business

A governor commented on the beautiful detail in the Haliburton building, e.g. exposed pipes, vaulted ceiling, and asked Administration what the building cost in terms of construction as well as cost to operate. Aesthetics is as important as course content; it is important to explore costs from several angles. With this in mind, the President directed staff to provide a response for the next meeting.

No other business was identified.

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

13. ADJOURNMENT OF MEETING at 6:10 p.m. by Mr. Nesbitt and Mr. Sexton.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Activities of the Board Committees for the Month of November 2012*

PRESENTED BY: Governor McLean, Chair – Board of Governors

Background	A report detailing the activities of the Board Committees at meetings held on November 14, 2012.
Action Required <ul style="list-style-type: none"> • for Information • for Consultation • for Discussion • for Approval (motion required) 	For information.
Prepared by	Board Secretary

Academic and Student Affairs Committee

Governor Maki – Committee Chair

The Committee reviewed a proposal for a new program of instruction, an Ontario College Graduate Certificate in Advanced Water Systems Operations and Management, and recommended the program for Board approval.

Quality audits, through Program Quality Assurance Process Audit (PQAPA) were developed to ensure quality and continuous improvement in Ontario’s colleges. The Committee notes that Fleming’s audit is scheduled for the 2012-2013 academic year.

The Committee received an update on the College’s efforts to support international students within the academic and student services area.

Audit Committee

Finance and Property Committee

Governor Degeer – Committee Chair

The Audit Committee received a briefing on Public Sector Accounting Board (PSAB) standards. The Committee also considered management’s evaluation of the incumbent auditors, and recommended appointment of the auditors for Board approval.

The Finance Committee received a presentation on public sector procurement, which provided members a better understanding of the regulatory context and criteria for selecting vendors. The Committee reviewed the financial position for the period ending October 31, 2012 (attached) and received an update on the 2012-2013 budget, recommending the interim budget for Board approval.

Executive Committee

Governor Ross – Committee Chair

The Executive Committee assists the Board with carrying out its responsibilities. Items requiring Board approval are as listed on the agenda.

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

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending October 31, 2012



	Current Year			Prior Year			Variance
	Actual To 31-Oct-2012	Budget Current Year	YTD/Budget %	Actual To 1-Nov-2011	Actual Prior Year	YTD/Year %	Difference %
Revenue							
Grants and Reimbursements	23,201	44,994	51.6%	21,235	44,377	47.9%	3.7% F
Student Tuition Fees	14,106	20,713	68.1%	12,051	19,725	61.1%	7.0% F
Contract Training	76	757	10.0%	61	504	12.0%	-2.0% U
Other Income							
Other Income	3,622	7,155	50.6%	3,203	7,119	45.0%	5.6% F
Ancillary Fees	2,090	3,969	52.7%	1,897	3,941	48.1%	4.5% F
Total Other Income	<u>5,712</u>	<u>11,125</u>	51.3%	<u>5,100</u>	<u>11,059</u>	46.1%	5.2% F
Amortization of Deferred Capital Contributions	2,123	3,640	58.3%	2,204	3,778	58.3%	0.0% U
Total Operating Revenues	<u>45,219</u>	<u>81,229</u>	55.7%	<u>40,650</u>	<u>79,444</u>	51.2%	4.5% F
Investments	10						
Skills Programs	2,146	2,866	74.9%	2,067	3,213	64.3%	10.6% F
Tuition Holdback Bursaries	513	2,220	23.1%	384	1,766	21.7%	1.4% F
Ministry Bursaries	214	833	25.7%	337	1,037	32.5%	-6.8% U
Special Projects	851	1,738	49.0%	781	1,756	44.5%	4.5% F
Facilities Renewal and Renovation Projects	264	244	108.1%	555	549	101.1%	7.0% F
Ancillary Operations	2,159	3,934	54.9%	1,840	3,863	47.6%	7.2% F
Net Asset Adjustment					454	0.0%	U
Total Revenue	<u>\$51,377</u>	<u>\$93,064</u>	55.2%	<u>\$46,615</u>	<u>\$92,082</u>	50.6%	4.6% F

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending October 31, 2012



	Current Year			Prior Year			Variance
	Actual To 31-Oct-2012	Budget Current Year	YTD/Budget %	Actual To 1-Nov-2011	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	20,649	37,144	55.6%	19,618	36,129	54.3%	1.3% U
Salaries, Part Time	4,633	10,549	43.9%	4,447	11,586	38.4%	5.5% U
Benefits	5,312	9,841	54.0%	4,887	9,529	51.3%	2.7% U
Total Salaries and Benefits	30,594	57,533	53.2%	28,953	57,244	50.6%	2.6% U
Non-Salary Expenses							
Instructional Support Costs	2,717	4,372	62.1%	2,466	4,593	53.7%	8.4% U
Travel and Professional Development	426	1,163	36.6%	407	1,032	39.5%	-2.9% F
Advertising	444	830	53.4%	358	849	42.2%	11.3% U
Telephone, Audit, Legal & Insurance	488	805	60.6%	443	905	49.0%	11.7% U
Equipment Maintenance	216	380	56.8%	196	367	53.5%	3.3% U
Plant and Security	1,053	2,240	47.0%	1,015	2,405	42.2%	4.8% U
Rentals and Taxes	738	985	74.9%	698	914	76.4%	-1.5% F
Utilities	899	1,954	46.0%	769	1,906	40.4%	5.6% U
Contract Services Trent		1,804	0.0%		1,750	0.0%	0.0% F
Services & Other	1,164	2,786	41.8%	917	2,516	36.5%	5.3% U
Long Term Debt Interest	57	91	63.0%	73	120	60.8%	2.1% U
Amortization of Capital Assets	3,309	5,673	58.3%	3,120	5,348	58.3%	0.0% U
Total Non-Salary Expenses	11,510	23,083	49.9%	10,464	22,705	46.1%	3.8% U
Total Operating Expenditures	42,104	80,617	52.2%	39,417	79,948	49.3%	2.9% U
Investments	374	1,052	35.5%	18	38	48.7%	-13.1% F
Skills Programs	1,265	2,511	50.4%	1,341	2,799	47.9%	2.5% U
Tuition Holdback Bursaries	513	2,220	23.1%	384	1,766	21.7%	1.4% U
Ministry Bursaries	214	833	25.7%	337	1,037	32.5%	-6.8% F
Special Projects	851	1,738	49.0%	781	1,756	44.5%	4.5% U
Facilities Renewal and Renovation Projects	264	244	108.1%	555	549	101.1%	7.0% U
Ancillary Operations	2,195	3,849	57.0%	1,760	3,617	48.7%	8.4% U
Total Expenditures	\$47,780	\$93,064	51.3%	\$44,593	\$91,510	48.7%	2.6% U
Net	\$3,597	\$		\$2,022	\$572		

Practical Nursing Advisory Committee
October 11, 2012
MEETING SUMMARY

- Present:** Dan Clydesdale (ProHome Health Services), April Coulter (Centennial Place), Shelley Moloney (Thomas A. Stewart Secondary School), Leann Rhoddy (ProHome Health Services), Wendy Smith (Fairhaven), Jayne White (Peterborough Regional Health Centre)
- Regrets:** Connie Daly (Frost Manor), Sarah Gillis (Extendicare, Peterborough), Susan Grant (Ross Memorial Hospital), Lisa McConkey (VON), Catha McMaster (Oshawa Community Health Centre, Kelly O'Neill (Oshawa Community Health Care), Jill Ritchie (Central East Community Care Access Centre), Judy Sedgley (Paramed)
- Absent:** Steven Lofkrantz (Ross Memorial Hospital), Renee Nixon (Princess Gardens), Colleen Ryan (St. Peter's Secondary School), Liz Vosburgh (Northumberland Hills Hospital)
- Fleming Staff:** Lou Ann Hanes, Betty Deschenes, Joan Ayre, Judy Osborne, Carol Kelsey, Molly Westland
- Recorder:** Joanne Brown (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	The committee was provided with enrolment figures for the fall semester. Approximately 122 students wrote the College of Nurses, Ontario exam in June 2012. The PN program went through program review last year which included an intensive curriculum review. The new curriculum will have a greater focus on chronic illness and Long Term Care. Clinical rotations are being switched from two -7 week rotations per semester to one-14 week rotation. Discussion took place on moving clinical rotation for 1st semester students in Long Term Care to 2 nd semester.	
2.	The Dean's report highlighted Fleming's three strategic mandates which were submitted to MTCU. Our school has been renamed the School of Community Development and Health which now includes the Social Service Worker, Drug and Alcohol Counselling, Child and Youth Worker, Developmental Services Worker and Recreation and Leisure Services programs.	
3.	The CNO approval process for PN programs has been revised. The registration process will now include an English provincial proficiency test, criminal record check and a jurisprudence exam.	
4.	Input from Industry included excellent feedback on PN student skills as well as a discussion on the current development of the PN to BScN bridge.	

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

**Pharmacy Technician Advisory Committee
October 17, 2012**

MEETING SUMMARY

- Present:** Maryann Babcock, Pat Myall (Shoppers Drug Mart); Andy O'Brien (Lakefield IDA Pharmacy); Cathy Puffer (Remedy's RX); Tracy Richmond (Peterborough Regional Health Centre); Mark Scanlon via teleconference (Fadill Pharmasave)
- Absent:** Jeffrey Saliganan (West Park Health Care Centre); Murad Younis (Westmount Pharmacy)
- Fleming Staff:** Amanda Mushynski (Co-ordinator); Molly Westland (Chair); Lou Anne Hanes (Career Services)
- Guest:** Katie Bethune (Faculty, Pharmacy Technician Program)
- Recorder:** Joanne Brown (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Katie Bethune, a Registered Pharmacy Technician gave a brief overview of her role as a Pharmacy Technician at her place of employment in Whitby.	
2.	The Dean's report highlighted Fleming's three strategic mandates which were submitted to MTCU. Our school has been renamed the School of Community Development and Health which now includes the Social Service Worker, Drug and Alcohol Counselling, Child and Youth Worker, Developmental Services Worker and Recreation and Leisure Service programs.	
3.	There are currently 44 first year students in the program and 17 second year students. The semester 3 students will be doing their retail placement during weeks 11 to 15. Hospital placements will take place in March 2013.	
4.	A discussion took place regarding student skills and the Pharmaceutical Exam Board of Canada exams.	

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

Child & Youth Worker Program Advisory Committee
Thursday, November 1, 2012

MEETING SUMMARY

- Present:** Nancy Burton (Treatment Foster Care), Christy Cockburn (Fleming College Student Representative), Bev Cowie (Nogojiwanong Friendship Centre), Lisa Fenn (Mon Ami Children’s Services), Dawn Hutchinson (Kawartha Pine Ridge District School Board), John Ireland (Broken Arrow Residential Treatment Services), Thomas Jenkins (Fleming College, Student Representative), Robin Leclerc (Fleming College, Student Representative), Rosemary Orendt (Rebound Child & Youth Services Northumberland)
- Fleming Staff:** Jason Carter, Lou Anne Hanes, Heather Kelly, Carol Kelsey, Heather Sago
- Regrets:** Michelle Arndt (Kinark Child & Family Services), April O-Reilly (Hand in Hand), Jennifer Richardson (Hawk Homes), Margaret Rose-Jackson (Chimo Youth and Family Services), Wyatt Johns (Youth Connections)
- Absent:** Nicola Crow (Rebound Child and Youth Services), Walter Johnstone (Youth Emergency Services Shelter), Lorna McGillis (PVNCC School Board), Mary Price-Cameron (Treatment Foster Care Program)
- Recorder:** Joanne Brown

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Enrolment has increased from the September 2011 intake of 70 students to 95 students for September 2012. Some curriculum changes were made as a result of new accreditation standards, incorporation of apprenticeship program into diploma and 1 st year student feedback.	
2.	A 7 week placement of 175 hours for 3 rd semester students started on October 29, 2012.	
3.	A copy of the Competency Evaluation Rubric was distributed followed by feedback from the members.	
4.	The Dean’s report highlighted Fleming’s three strategic mandates which were submitted to MTCU. Our school has been renamed the School of Community Development and Health which now includes the Social Service Worker, Drug and Alcohol Counselling, Child and Youth Worker, Developmental Services Worker and Recreation and Leisure Service programs.	

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

**Esthetician Program Advisory Committee
November 5, 2012
Cobourg Campus**

MEETING SUMMARY

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

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Enrolment in the Esthetician program has increased from 20 students last year to 33. Some new high end product lines introduced this semester have been well received by the students. Dual credits are again being offered to local highschool students.	
2.	The pre-circulated Dean's report highlighted Fleming's three strategic mandates which were submitted to MTCU. Our school has been renamed the School of Community Development and Health which now includes the Social Service Worker, Drug and Alcohol Counselling, Child and Youth Worker, Developmental Services Worker and Recreation and Leisure Service programs.	
3.	Advisory committee members commented on their most popular services and recent trends in the industry.	

SCHEDULE OF ADVISORY COMMITTEE MEETINGS – 2012-2013

	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
School of Community Development and Health				
1	Bachelor of Science in Nursing – <i>Joint with Trent University</i>	4	BScN	
2	Child & Youth Worker	3	OCAD	
3	Developmental Services Worker (September 2013 start)			November 30 9:00 a.m. – 11:00 a.m., Room 515
4	Drug & Alcohol Counsellor	2	OCD	
5	Early Childhood Education	2	OCD	
6	Educational Assistant	2	OCD	January 17, 2013 9:00 a.m. – 11:00 a.m. – Room 515
7	Esthetician	2	OCD	
8	Fitness and Health Promotion	2	OCD	
9	Health Information Management	2	OCD	
10	Human Services (September 2013 start)			
11	Massage Therapy	3	OCAD	
12	Occupational Therapist Assistant and Physiotherapist Assistant	2	OCD	
13	Personal Support Worker	1	OCC	
14	Pharmacy Technician	1	OCD	
15	Practical Nursing	2	OCD	

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
16	Primary Care Paramedic	2	OCD	
17	Recreation & Leisure Services	2	OCD	
18	Social Service Worker	2	OCD	
19	Spa Management			
School of Environmental and Natural Resource Sciences				
1	Applied and Community-Based Research	New		November 27, 2013 10:00 a.m. – 2:00 p.m., Room 252
2	Arboriculture	1	OCC	April 12, 2013 10:00 a.m. – 3:00 p.m., Room 252
	Urban Forestry	1	OCC	
3	Earth Resources Technician	2	OCD	Yet TBD for 2013
4	Ecological Restoration – Joint Degree/Diploma	4	OCD Honours Bachelor'	Yet TBD for 2013
5	Ecosystem Management Technician	2	OCD	Yet TBD for 2013
	Ecosystem Management Technology	3	OCAD	
6	Environmental Technician	2	OCD	Yet TBD for 2013
	Environmental Technology	3	OCAD	
7	Environmental Visual Communications	New		Yet TBD for 2013
8	Fish & Wildlife Technician	2	OCD	Yet TBD for 2013
	Fish & Wildlife Technology	3	OCAD	

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
9	Forestry Technician	2	OCD	April 12, 2013 10:00 a.m. – 3:00 p.m., Room 252 (combined with Arboriculture & Urban Forestry)
10	Geographic Information Systems – Cartographic Specialist	1	OCGC	May 8, 2013 1:00 p.m. – 4:00 p.m., Room TBD
	Geographical Information Systems – Applications Specialist	1	OCGC	
11	Geomatics Technician	2	OCD	Yet TBD for 2013
12	Electrical Power Generation Technician	2	OCD	October 2013; Time and Room TBD (to be combined with Heavy Equipment Techniques)
	Heavy Equipment Operator	1	OCC	Week of March 18, 2013; Time and Room TBD (New advisory in 2013 to standalone from HET and EPG programs)
	Heavy Equipment Techniques	1.5	OCC	October 2013; Time and Room TBD (to be combined with Electrical Power Generation)
13	Conservation & Environmental Law Enforcement	1	OCGC	January 29, 2013 10:00 a.m. – 3:00 p.m., Room 252
14	Outdoor Adventure Skills	1	OCC	April 11, 2013 1:00 p.m. – 4:00 p.m., Room 252
15	Resources Drilling & Blasting Technician	2	OCD	February 13, 2013 9:00 a.m. – 2:00 p.m., Room 252
16	Blasting Techniques	1	OCC	January 14, 2013 10:00 a.m. – 3:00 p.m., Room 252
17	Sustainable Agriculture	1	OCGC	October 2013 Time and Room TBD
School of General Arts and Sciences				
1	General Arts and Science	1	OCC	November 8, 2012 8:30 a.m. – 11:00 a.m., Room 5920
	General Arts and Science – Environmental and Natural Resource Science Option	1	OCC	
	General Arts and Science – Health Science Option	1	OCC	
	General Arts and Science – University Transfer	1	OCC	

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
	General Arts & Science – University Science Preparation	1	OCC	
	Preparatory Health Science	1	OCC	
2	Community Integration through Co-operative Education (CICE)	2	OCC	November 2012
Haliburton School of The Arts				
1	Expressive Arts	1	OCGC	
2	Artist Blacksmith	1	OCC	
	Ceramics	1	OCC	
	Drawing & Painting	1	OCC	
	Fibre Arts	1	OCC	
	Glassblowing	1	OCC	
	Jewellery Essentials	1	OCC	
	Photo Arts	1	OCC	
	Sculpture	1	OCC	
3	Sustainable Building Design and Construction	1	OCC	
	Sustainable Renovations	2	OCC	
4	Collections Conservation and Management	2	OCD	

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
	Museum Management and Curatorship	1	OCGC	
School of Justice and Business Studies				
<i>Business and Hospitality Cluster</i>				
1	Business	2	OCD	December 17, 2012 8:30 a.m. – 11:30 a.m., Room 5920
	Business Administration	3	OCAD	
2	Business Administration - Accounting	3	OCAD	
3	Business Administration – Human Resources Management	3	OCAD	November 30, 2012 9:00 a.m. – 11:00 a.m., Room 5920
4	Business Administration - Marketing	3	OCAD	
5	Chef Training	1	OCC	November 30, 2012 9:00 a.m. – 11:00am, Room 653 (Fulfords)
	Culinary Management	2	OCD	
6	Event Management	1	OCGC	Intake Suspended - September 2012
7	Hospitality Administration – Hotel & Resort	3	OCAD	December 18, 2012 8:30 a.m. – 11:00 a.m., Room 653, Fulfords
8	International Trade	3	OCAD	
9	Office Administration – General	1	OCC	
	Office Administration – Executive	2	OCD	
10	Sporting Goods Business	2	OCD	December 3, 2012 9:00a.m – 12:00p.m., Room 5920
11	Tourism and Travel	2	OCD	

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
Law and Justice Cluster				
12	Biotechnology Technologist – Forensics	3	OCAD	
13	Community and Justice Services	2	OCD	
14	Computer Security and Investigations	3	OCAD	
15	Emergency Management	1	OCGC	
16	Law Clerk	2	OCD	
17	Law and Security Administration - Customs Border Services	2	OCD	
18	Law and Security Administration - Security and Risk Management	2	OCD	November 9, 2012 10:00 a.m. – 12:00 p.m., Room 5920
19	Paralegal (formerly Court and Tribunal Agent)	2	OCD	November 27, 2012 5:00 p.m. – 8:00 p.m., Room 5920
20	Police Foundations	2	OCD	November 23, 2012 9:30 a.m. – 12:00 p.m., Room 5920
21	Pre-Service Firefighter	1	OCC	
Trades and Technology				
1	Computer Engineering Technician	2	OCD	
	Computer Engineering Technology	3	OCAD	
2	Construction Skills	1	OCC	
3	Carpentry Basic, Intermediate Advanced			
4	Electrical Basic, Intermediate, Advanced			

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	Program Name	Length (Yrs)	Credential See footnote	Meeting Details (date, time, location, etc.)
5	Electrical Engineering Technician	2	OCD	
6	Electrical Techniques	1	OCC	
7	Fire Systems Engineering Technician	2	OCD	
8	Heating, Refrigeration & Air Conditioning			February 6, 2013 5:00 – 7:30 pm – McRae Boardroom
9	Instrumentation & Control Engineering Technician	2	OCD	
10	Mechanical Techniques - Plumbing			
11	Plumbing Techniques	1	OCC	
12	Welding Techniques	1	OCC	November 23, 2012 CANCELLED 9:00 a.m. – 12:00 p.m. – McRae Boardroom
13	Wireless Information Networking		OCGC	

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REPORT TO THE BOARD OF GOVERNORS

SUBJECT: Correspondence for October/November 2012

PRESENTED BY: Governor McLean, Chair – Board of Governors

<p>Background</p>	<p>A report to detail the correspondence received and available for review in the Circulation Binder.</p> <p>By providing the index in advance, Governors are able to flag items they may wish to have discussed or clarified.</p>
<p>Action Required</p> <ul style="list-style-type: none"> • for Information • for Consultation • for Discussion • for Approval (motion required) 	<p>For information.</p>
<p>Prepared by</p>	<p>Board Secretary</p>

MINISTRY OF TRAINING, COLLEGES & UNIVERSITIES CORRESPONDENCE

No items.

COLLEGE SYSTEM CORRESPONDENCE

The College Dispatch

- November 5, 2012 issue

Inside ACCC: President's Update

- October 26, November 9 and November 23, 2012 issues

Fleming in the News

- Ottawa Update: Dean Del Mastro, MPP

PROGRAM ADVISORY COMMITTEE MINUTES

- Practical Nursing (October 11, 2012)
- Pharmacy Technician (October 17)
- Child and Youth Worker (November 1)
- Esthetician (November 5)



OUR VISION

5. Lead in Sustainability

Our leadership in sustainability efforts continues, as articulated in the Frost Sustainable Campus Initiative (FSCI). Annual goals and targets are set and met, including those within the context of the FSCI and of the City of Kawartha Lakes and Fleming College Sustainability Agreement.

We have a clear focus on sustainability, recognizing and defining it in social, economic, cultural and environmental terms. This will impact on campus life and academic delivery and outcomes.

6. Nourish Long Standing and New Partnerships

The Frost Campus is a founding partner of C-links, a community-based research and education centre that acts as the clearing house for community-based student project work, data warehousing, and community-based research and learning.

The campus works to position the region as a Centre of Excellence for Water Quality, in collaboration with municipal, provincial and federal governments and community partners.

Existing partnerships that focus on species restoration and research (Atlantic Salmon restoration, Muskellunge research) are sustained, and we will seek new project partnerships with this focus that align with our programs.



Water is the driving force of nature.

- Leonardo da Vinci

FAST FACTS: By the Numbers

- 20,000 alumni
- 1,600 full-time students
- 20 + programs
- approximately \$500,000 in contract training and continuing education activity per year
- \$2.3 million in federal research funding for Centre for Alternative Wastewater Treatment in 2010
- 150 acres (60.7 hectares) campus property
- = 45 Years of success – more graduates working in the environmental and natural resources sectors than any other college in Canada.

OUR VISION



OUR VISION FOR FROST CAMPUS IS GROUNDED IN THESE STRATEGIC PRIORITIES:

OUR VISION



1. Thematic Focus on Water

Within the context of environmental and natural resource sciences education and training, water is a common theme that flows through all programs at the campus, providing an interdisciplinary approach to education, research and innovation.

A new brand for the campus, integrated with the college brand, recognizes and celebrates the distinctive learning environment, culture, history and location of this campus – while expressing its vision for the future.

2. Enrich the Quality of the Student Experience

Every student participates in a unique, hands-on, minds-on learning experience, through a workplace experience, a community-based learning experience or an applied research opportunity.

A field camp is embedded in every program.

More students, faculty and staff have international opportunities and more international students choose to study at our campus, experiencing and enriching the campus culture.

3. Business Growth and Viability

The School, Contract Training/Continuing Education and the Centre for Alternative Wastewater Treatment are integrated, aligned and leveraged to achieve strategic and competitive advantage. This focus benefits our full-time students, continuing education students, community members, and industry on a local and a global scale, while capitalizing on our unique expertise.

A metric is established to determine the ideal full-time post-secondary population and other revenue-generating opportunities, resulting in achieving a campus financial break-even point and in generating a revenue stream to the college.

Non-traditional modes of delivery are developed where viable and strategically aligned, such as compressed, blended and off-site delivery. These modes provide outreach training to Aboriginal communities in fields where there is a current and future demand.

Certification and training opportunities are developed for university graduates, current students, industry and the local community, leading to growth in these markets.

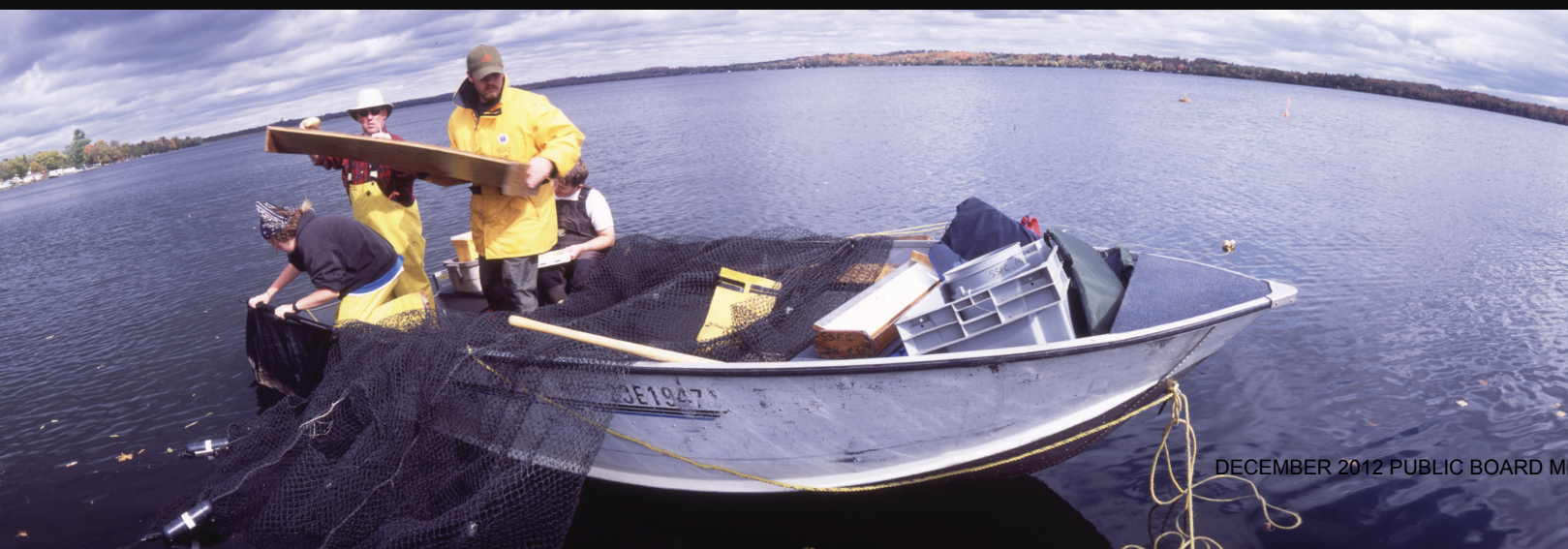
New university partnerships and joint delivery efforts with universities are established through the creation of three to four new joint programs or partnerships over the five year period.

Increased student recruitment targeted towards the Greater Toronto Area, Southern Ontario, large Canadian urban centres, and internationally (including the United States), results in continued growth from these areas.

4. Maximize our Campus Infrastructure and Facilities

The Frost Campus Master Plan is developed, with recommendations for future space and land use. Through the enhancement of college facilities and the restoration of college lands, the campus becomes a true “learning lab” and model environmental sustainability demonstration site.

Land use plans for the Frost Campus including the Smith Farm and Dahl properties are developed with a view towards potential use as sites for field trips, field and project work and camp activities.





Canada-India Water Training Consortium

Knowledge and Training Solutions

Canada is located in a pivotal North American location, and shares the borders of the largest source of fresh water in the world, the Great Lakes. The Canada-India Water Training Consortium is headquartered in the province of Ontario, where 30% of the Canadian population live.

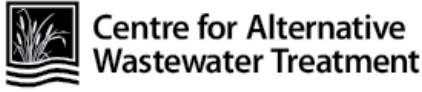
Major industrial sectors such as industrial, agricultural, food processing and advanced manufacturing in this area require a multi-faceted approach with water and wastewater services for one of the largest population centres in North America.



Consortium Members

Fleming College

www.flemingcollege.ca/cawt



The Centre for Alternative Wastewater Treatment is Fleming College's premier research institute and promotes innovative forms of water and wastewater treatment technology through:

- Applied research projects
- Performance measurement and verification
- Education and training
- Demonstration projects

Ontario Clean Water Agency

www.ocwa.com



OCWA is an agency of the Province of Ontario, established in 1993, providing water, sewage works and related services to protect human health and the environment:

- A trusted world leader in delivery of safe, reliable, cost-effective, clean water
- 200 municipal customers, operating 450 facilities with 800 employees
- NEW Wastewater Training Institute
- Distance learning and treatment plant simulation software

Northern College

www.northernnc.on.ca



Northern College offers courses and programs through blended learning formats with over 75 full-time and part-time certificate, diploma, and apprenticeship programs. Northern's Centre for Water and Waste Water Training offers:

- Practical training
- Curriculum development and customized training
- Applied research opportunities

Confederation College

www.confederationnc.on.ca



The Water Treatment Education, Training and Research Centre at Confederation College offers unique opportunities within three demonstration water treatment plants, including:

- Curriculum Development
- Education and Training
- Applied Research & Development
- Extensive laboratory and pilot plant equipment
- Blended delivery options

Centennial College

www.centennialcollege.ca

CENTENNIAL COLLEGE TRAINING

Established in 1966 with four campuses and seven satellite locations, Centennial College has a record of exemplary teaching, innovative programming and extensive partnership building:

- 100 ethno cultural groups represented
- 80 languages spoken on campus
- An understanding of global economic, business practices

Canada knows how to do Education

Training Expertise

Canada knows how to do education. We are renowned for our educational system and the Highly Qualified Personnel it produces.

According to a new report from the College Board, Canada is now the world leader in higher education among young adults with 55.8% of 25-34 year-olds holding a post-secondary degree as of 2007, the year of the latest international ranking.

Why Canada?

- Good governance and stability
- Sound regulation and standards
- Accountability and measurement
- Attention to human rights, equity, inclusiveness and fairness
- A country that comes to the aid of others without imposing our values
- Fiscal responsibility
- Real and demonstrated commitment to education
- Public investment in the public good (e.g. health care, research relevant to health and safety) and infrastructure
- Unique PPP (next generation) and financing experience in Canada
- Canada is a hotbed of innovation (Southern Ontario Water Consortium)

A recognized standard of post-secondary credentialing

Proven high quality learning experience

International reputation of excellence for training

Seeking to foster international partnerships, and create regional curriculum

Delivery Modes

- Short and long courses
- In Canada offerings
- In India offerings
- Train-the-trainer
- Blended Learning
- Online learning
- Hands-on learning
- Tailor-made courses
- Learning needs assessment
- Operator to executive levels
- English and Math training
- Post-secondary Accreditation
- Latest in innovation & new technologies
- Operations & Maintenance planning
- Capital sustainability planning
- Management planning
- Multiple delivery modes
- Specialized & Custom Curriculum



Training Expertise

Core Areas of Expertise

- Activated Sludge Systems
- Bacteriology Concepts
- Behaviour of Contaminants
- Biosolids
- Centrifugal Pumps
- Chemistry
- Coagulation/Flocculation
- Communications
- Constructed Wetlands
- Data Management
- De-chlorination
- Digesters
- Disinfection & Chlorination Equipment
- Electrical Awareness
- Emergency Management
- English / ESL
- Environmental Applications
- Environmental Legislation
- Environmental Technology
- Gas Chlorination
- Hydrant Repair
- Hydraulics & Pumps
- Hydrogeology
- Industrial Unit Processes
- Inspection & Testing
- Laboratory Analysis
- Lagoon Operations
- Mathematics for Water Operators
- Microbiology
- Nitrogen Removal Systems
- Phosphorus Removal
- Pipeline Cleaning & Maintenance
- Pollution Control
- Preliminary, Primary & Secondary Treatment
- Pump Operations and Maintenance
- Pumping and Lift Stations
- Purpose, Components & Design
- Safety Procedures in the Collection System
- Small Filtration Systems
- Underground Repair
- Waste Management
- Watermain Disinfection and Repair
- Watershed Management

International Experience

Residential Corporate / Apprenticeship
Training Offices in:

- Egypt
- Saudi Arabia
- United Arab Emirates
- Philippines
- Australia

Regular Training Activities in:

- Morocco
- Algeria
- Egypt
- Jordan
- Lebanon
- United Arab Emirates
- Iraq - Kurdish Region
- Saudi Arabia
- Bahrain
- Qatar
- Kuwait
- Oman
- Philippines
- China
- Australia
- New Zealand

International Student Recruitment Offices:

- Bangalore
- Gujarat



www.etidynamics.com

Canada - India Water Training Consortium
Ontario, Canada

c/o Fleming College, Frost Campus

200 Albert Street South, PO Box 8000, Lindsay, Ontario K9V 5E6 Canada

Phone: 705-324-9144 ext. 3260

etiDynamics
Economics : Trade : Investments

Environmental Visual Communication

Program Location:	Toronto
Program Code:	EVC
Contact:	Neil Osborne
Credential:	Ontario College Graduate Certificate
Start Date:	May 06, 2013
Tuition Fees:	\$3,582.75 per semester. Tuition and fees subject to change.

Develop visual communication skills and strategies to inspire environmental awareness and advocacy in this new program offered on-site at the Royal Ontario Museum.

Program Highlights

Positioned at the convergence of science and art, the Environmental Visual Communication program is designed to fill a recognized void of individuals who possess a blend of environmental science skills and the ability to effectively communicate to a variety of audiences.

With a focus on strategic messaging and technical savvy, you will learn to use photography, videography, multimedia and design principles to bridge environmental competencies with thoughtful communication through diverse media channels.

The program takes place in a truly unique learning environment - at the Royal Ontario Museum (ROM) in downtown Toronto.

Throughout the Environmental Visual Communication (EVC) program, you will learn how to identify strategies to inform and educate, garner engagement and support, and build and share campaigns to address conservation issues.

Equipped with hybrid skills and a sense of active environmental stewardship, graduates of this innovative, integrated, and applied program will be able to connect ideas among diverse groups and tell compelling stories with fluency.

Solutions to long-term sustainability are not found solely in the realm of science. Environmental visual communication is an emerging field and its practitioners are key leaders who, through collaboration and deliverables, can build bridges between science and society. The ultimate goal is to motivate the public to care about and become active participants in saving our planet.

Program Learning Outcomes

As a graduate of this program, you will be able to:

- Evaluate global environmental issues, and articulate the relevance of such issues to various stakeholder groups and the general public.

- Interpret information and underlying meaning presented in the form and content of a visual image using knowledge of symbols and semantics of visual literacy.
- Create innovative photographs, videos, and multimedia pieces that convey a compelling conservation message across a variety of platforms.
- Distill and translate essential messages from scientific and legal documents to public audiences.
- Direct and influence marketing and branding strategy in conservation campaigns through alliances and collaboration with scientists, NGOs, government agencies, and educational institutions.
- Implement integrated social media management plans by appraising social media platforms and selecting optimal channels.

Program Duration

The EVC program runs in a compressed, intensive format from May 7 to October 19. Students are in-class for eight weeks during semester one, from May 7 to June 29. The Applied Project Placement takes place from July 2 to August 24. Students are in-class for eight weeks for semester two from August 27 to October 19. Total tuition and fees for the program are \$6,742.00 (subject to change).

Applied Project Placement

Working at an external site under the mentorship of an industry professional, you will participate in a summer placement, conducting research for your Applied Project (to be completed in the final semester). You will acquire insight, experience, and networking opportunities, while offering conservation communication services. Possible placement opportunities include environmental organizations and associations, educational institutions, government agencies, advertising and marketing firms, print and online publishers, galleries and photography associations, and museums, located in Canada or abroad.

EVC Website

For faculty profiles, guest lecture announcements, opportunities to collaborate, and to follow the student works as they progress on their applied projects and team conservation campaign, visit the EVC program website.

Why Choose Fleming?

There is no other program like this in Canada. Fleming College's School of Environmental and Natural Resource Sciences has:

- A long-standing reputation for innovative programs – with a focus on applied, hands-on learning for real-world application.
- Dedicated faculty, small class sizes, and more graduates working in the environmental sector than any other college in Canada.

Career Opportunities

The environmental sector is experiencing strong growth. Environmental visual communication provides a unique and highly marketable portfolio of skills, applicable not only to this sector, but to a wide range of professional fields. Opportunities include:

- Work as an environmental communications consultant with conservation or environmental organizations, government agencies, public relations, advertising or marketing firms, academic and research institutions

- Employment as a scientific communicator for science journals and publications, academic and research institutions
- Roles such as environmental educator with school boards, non-profit organizations, and government agencies
- Interpreter roles with national and provincial parks, zoos, museums and galleries
- Photographer, videographer, editor or multimedia producer for environmental organizations and non-profits, conservation groups, magazines, newspapers, and news agencies
- Freelance work

Minimum Admission Requirements

An undergraduate degree or Ontario College Diploma in an environmentally-related field, such as conservation, environmental studies, biology, chemistry, ecology, forestry, anthropology, geography, or engineering.

Applicants who possess an undergraduate degree or Ontario College diploma in other disciplines or fields, and who can demonstrate experience in the environmental sector, will be considered on an individual basis.

Additional Costs

Students accepted into the program are required to have a DSLR (digital single lens reflex) camera with 1080p video capabilities and an Apple MacBook laptop. Please inquire for details about equipment specifications.

EVC Virtual Open House

The Environmental Visual Communication program hosted a live webcast on March 14, featuring an overview of the program, an opportunity to "meet" Neil Osborne, check out the ROM facilities and find out more about internships, financial aid, and housing. If you missed it, you can view and hear a recording of the webcast [here](#).

Curriculum for Environmental Visual Communication

Semester 1

Code	Course Name	Hours
COMM 169	Communication for Environmental Professionals	16
MKTG 122	Environmental Marketing and Design I	24
NATR 102	Environmental Visual Communication Methods I	24
NATR 105	Conservation in a Multimedia World I	32
NATR 113	Campaign for Conservation	24
APST 109	Applied Project - Design and Methods	24
NATR 104	Module 1: Global Environmental Issues	20
NATR 103	Module 2: Social Media for Conservation Change	20
NATR 107	Module 3: Online Publications and Web Literacy	20

Term 1: 8 weeks (May 7 - June 29); Term 2: 8 weeks (July 2 - August 23).

Applied Project - Placement

Code	Course Name	Hours
APST 110	Applied Project - Placement (EVC)	256

APST 110 Applied Project Placement course takes place between Semester 1 and Semester 2 (July 2 - August 24).

Term 1: 8 weeks (May 7 - June 29); Term 2: 8 weeks (July 2 - August 23).

Semester 2

Code	Course Name	Hours
APST 111	Applied Project - Deliverables and Presentations	24
MKTG 123	Environmental Marketing and Design II	24
MUSM 57	ROM Curatorial and New Media Strategies	24
NATR 106	Environmental Visual Communication Methods II	24
NATR 110	Innovators in Environmental Visual Communication	12
NATR 111	Conservation in a Multimedia World II	32
NATR 109	Module 4: Conservation Psychology for Communicators	20
NATR 108	Module 5: Business Practices and Ethics for Environmental Communicators	20
NATR 114	Module 6: Multimedia Narratives	20

Semester 2: 8 weeks (September 3 - October 25)

Every attempt is made to ensure the accuracy of the information on our website and in our publications. The College reserves the right to modify or cancel any course, program, fee, timetable, or campus location at any time.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *College Activity*

PRESENTED BY: Dr. Tilly, President

Background	A report to inform the Board of Governors and the community on the College's activities between October 24 and November 28, 2012.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	For Information.
Prepared by	Board Office

Academic

- Fleming College has signed a *Memorandum of Understanding* with Confederation College, Northern College and Collège Boréal to deliver programs in the environmental and natural resources fields. The agreement advances the shared goal of ensuring the best, most progressive learning experience possible for students from across Ontario.
- Seven Cree students, whose home is in Chisasibi on James Bay in Quebec, presented the College with a sculpture created by Robbie Panchano, an artist in their community. The sculpture, made from found caribou antler, depicts a bear and wolves. The students are in the *Aboriginal Heritage Interpretation program* and were at the College for a week, with a course facilitator and an Elder.
- The *Sustainable Building Design and Construction program* will partner with the Municipality of Highlands East to build a new library for Highlands East in 2013. The municipality, located in Haliburton County, has approved construction of a new 2,000-square-foot library to be built by students in the program starting in April. The library will be located adjacent to the community gardens and Wilberforce Elementary School.
- Five student projects within the *Community Leadership Project* will be showcased at a special event at the Frost Campus on December 6. The students are all in the Common First Semester course, Leadership in the Environment. The event takes place from 6 to 8 p.m. in the Glenn Crombie Theatre.
- An *articulation agreement with Acadia University* was signed on November 16, providing graduates in the Earth Resources and Environmental Technician programs with entry into the third year of designated Bachelor of Science degree programs at Acadia University.
- The *Academic Upgrading program* officially started running classes at the CREW site in September. Some classes continue to be delivered at the Sutherland Campus. A Student Advisor is available at the four Campus locations.

Information Technology

- As part of the construction site preparation for the Kawartha Trades and Technology Centre, all *IT phone and data services were relocated*. The work was carried out in two stages – the first stage relocated the Fleming fibre optic infrastructure and the second stage relocated the Bell Canada copper and fibre infrastructure. The relocations were completed in September, ahead of schedule.
- Information Technology Services (ITS) has been making necessary changes to the College IT network to support the migration to Windows 7. The most recent upgrade resulted in a small number of users experiencing issues with accessing their GroupWise account; issues were quickly resolved.

- ITS has provided portable devices to trial as the Board shifts its process to a paperless environment.

Finance and Administration

Financial Viability

- The College will soon begin to develop the 2013-2014 budget.

Ancillary Services

- Our Food Services provider, *Aramark*, held Catering Open House events in the dining areas at both Brealey and Frost, affording staff the opportunity to sample a variety of delicious foods from the catering menu.
- The *Fleming College Bookstore* hosts an annual appreciation event, inviting staff and students to browse the selection of clothing and gifts for holiday gift giving.

Facilities

- A major capital project is the *Kawartha Trades and Technology Centre*. The 40 m tall construction crane was erected on November 26. It is anchored in an 85-square metre concrete pad containing 374,000 pounds of concrete. The crane will be on site until June 2013, lifting large plywood panels to form the concrete walls of the building. It will also be lifting fly-forms (what the concrete is poured on to create floors) and raising large buckets of concrete to pour into the forms.

Safety and Security

- Campus Security offered a free *self defence course for women*. The course is a total of 9 hours over 3 evenings, offered to staff and students. The course was held at the Sutherland and Frost Campuses.
- As the weather turns colder and the days get shorter, reminders on *winter safety* were issued. In the event that the weather becomes more severe or there is a power outage, the College has a protocol in place to inform students and employees of class cancellations and campus closures.
- The Senior Leaders will participate in *Emergency Management Training* in December.

Human Resources

Recruitment and Selection

- For the October 21 through November 26 timeframe, the College posted 27 positions (a combination of permanent and temporary positions): 13 Support, 12 Academic and 2 Administrative.
 - The College hired 7 *new permanent (full-time) staff*: 2 Support, 4 Academic and 1 Administrative.
 - The College hired 1 *new permanent (regular part-time) Support staff*.
 - There was 1 *internal full-time Support Staff transfer*.
 - There were no *temporary full-time assignments*.
 - There was 1 *Administrative staff resignation and/or termination*.
 - There were no *retirements*.
 - There were 2 *Support Staff leaves*: 1 personal, 1 maternity.
 - There were 3 *return from leaves*: 2 Support (maternity), 1 Academic (maternity).

Recognition

- Congratulations to two faculty members in the Paramedic program who were recognized for their service in the field. *John Fader* and *Sean Johnston* received the Governor General's Emergency Medical Services Exemplary Service Medal in a ceremony in Ottawa this past September.
- Congratulations to the following employees who achieved significant *service milestones* in the month of November:
 - 10 years: Trish O'Connor
 - 35 years: Fred Batley

Student Services

Career Services

- As part of the Canada Career Week celebration November 5 through 9, the *Fleming Community Resources for Employers and Workers* (Fleming CREW) hosted free career workshops.

Student Life

- The *Fleming Emerging Student Leaders* workshop series is designed to enhance the leadership skills of our students. Individuals wishing to participate in the November workshops submit an application form, explaining desired outcomes of the workshop and how they might use the skills learned to pursue an on-campus leadership role. Upon successful acceptance into the program, the students are required to make a three week commitment to the program.

Student Government

- The Student Administrative Council, Student Life at Fleming and the Fleming College Student Volunteer Club joined with Stewardship Ontario to support the Kawartha Turtle Trauma Centre. Between October 25 and November 3, the College community was invited to drop off old dry cell batteries in a bin set up in the main foyer of the Sutherland Campus; Stewardship Ontario donated 30 cents to the Turtle Trauma Centre for every battery dropped off.

Advancement and Alumni Relations

Premier's Awards

The Fleming College nominees for the *2012 Premier's Awards* were:

- Technology: *Kim Appleton*, Business Administration – Information Technology, 1994, Emmatt Digital Solutions Inc., Co-Owner / President
- Health Sciences: *Michele Acorn*, Nursing, 1987, Lakeridge Health Centre, NP & APN Professional Practice Leader
- Business: *Mary LaRocque*, Travel and Tourism, 1984, Marlin Travel – Peterborough, Owner
- Arts: *Gayle McIntyre*, Art Conservation Techniques, 1982, Fleming College, Faculty
- Community Services: *Teresa Burke*, Early Childhood Education, 1986, Nursery Two, President
- Recent Grad: *Alex Parisienne*, Geographic Information Specialist – Applications Specialist, 2009, Ministry of Natural Resources

Congratulations to our outstanding nominees and to the Award recipients. Information on this year's recipients is available at www.co-awards.org.

Alumni Appreciation Week

- February 11 through 15, 2012. Planning for events is under way.

Marketing and Communications

Presentations and Events

- Fleming's annual Fall *Open House* for prospective students, families and friends took place on November 3 at all campus locations. Attendance was strong with over 685 registrants (plus their guests) checking in via our automated data capture system at all campuses. At the Sutherland Campus event, the public had an opportunity to talk with consultants and representatives of the City and College on two key projects: the Fleming Sport Fields and the Kawartha Trades and Technology Centre.

Liaison

- The Fall recruiting cycle is in its final weeks of higher level activity. Since mid-September, we have made visits to over 250 schools and venues across the province for in-class presentations, career fairs, guidance events, employment centre presentations and major recruiting fairs. Over 13,000 Viewpieces were distributed and 2,200 lead cards have been collected to date.

Social Media

- Our "Likes" on the College's primary Facebook page have grown 54% year to date – from 5,114 on January 2 to 7,895 on November 28.

- Engagement and reach has increased throughout the year as we have piloted trials with promoted posts and other tools for targeted programs and events.
- Twitter followers have increased 83% this year – from 1,364 followers on February 22 to 2,498 followers on November 28.

Media Stories

- A segment for The Rick Mercer Report was filmed at the Frost Campus on November 3. The comedic icon participated in the 30th annual Loggersports Competition and demonstrations that were part of the Open House. The YouTube clip of the segment (<http://www.youtube.com/watch?v=C7tm2g0gnLM>) has been viewed more than 10,400 times/
- Staff at the Cobourg Campus hosted the 8th annual Souper Bowl lunch and bake sale on November 7; their efforts helped raise \$1,885.55 for the Northumberland United Way.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Frost Campus Update Report*

PRESENTED BY: Ms. Skilton, Dean/Principal Frost Campus

Background	A report to inform the Board of Governors of the activities of the Frost Campus since the last Campus Update (January 25, 2012).
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	For information.
Prepared by	Linda Skilton, Dean/Principal

Achieving Excellence in Student Learning

- Re-design in Forestry and Fish and Wildlife programs increasing applied learning and delivery efficiencies.
- An articulation agreement with Acadia University was signed in November 2012 that provides Earth Resources Technician (ERT) and Environmental Technician (ET) graduates entry into year 3 of Acadia's Bachelor of Geology (ERT graduates) or Environmental Science (ET graduates) degrees.
- The first class of students in the Environmental Visual Communication (EVC) program at the ROM completed their studies at the end of October 2012.
- Six full time faculty hires were completed or are in process for 2012. Two full time technicians were hired to support the Fish and Wildlife programs in August 2012.
- Professor Karen Whillans was nominated by students in the GIS programs and received the Pascal Teaching Excellence award at convocation in June.
- The Tipi opening ceremony took place at Frost on November 22. The Tipi will provide a place for students, staff and community to learn about Aboriginal culture and teachings.

Superior Services and Facilities

- Expansion of the CAWT will begin in 2013 with \$2M funding provided by the Canadian Foundation for Innovation (CFI). This will provide additional research capacity and opportunities for students and graduates.
- A donation of \$1M y alumnus Duane Pamham was used to renovate the Resources Drilling and Blasting facility and purchase new equipment.

Leading in Sustainability

- The Sustainable Agriculture program expanded opportunities for students to engage in farm related activities on campus. One acre of campus land has been ploughed in preparation for planting crops during the spring of 2013.
- The Frost Vision recommendations led to the identification of specific action items for implementation by the Frost Leaders Team (FLT). These include the creation of a Frost International Steering Committee, HR strategic planning, CAWT expansion, targets established related to contract training and continuing education activities and branding of the Frost Campus. Action items will be identified on an annual basis and incorporated into leader operational objectives. These efforts are intended to contribute to the long term sustainability of the Frost Campus.

- The Ecosystem Management Technology program students are planning the April 2013 Ecohealth conference and selected the theme of the Future of Agriculture - sustainable food systems.

Growing with Positive Results

- New programs approved for a fall 2013 launch include an Aquaculture graduate certificate and an Applied Community Based Research graduate certificate.
- Pending approval is a graduate certificate in Advanced Water Systems and Operations Management
- A Frost 3-year enrolment plan projects a full time student population of 2000+ students by 2015
- A Canada-India Water Training Consortium has been formed and a delegation (including 2 representatives from Fleming) will be in India from December 3- 5th to attend the India Water Impact Summit. The intent is to discuss waste water treatment solutions and explore training opportunities that will contribute to the clean up efforts of the Ganga River.

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 KLCFDC. These meetings are intended to discuss local initiatives that will identify community priorities and lead to water innovation strategies. Examples include the water innovation showcase, Water Docs and the Kawartha Innovation Centre.
- Trillium Lakelands District School Board Pathways Consultant (Tim McAlpine) has been relocated to the Frost Campus for the 2012/13 year. This will lead to increased engagement between college and high school staff and ideas for further collaboration.

Developing the Fleming Working Environment

- Campus meetings are held two times per year and the most recent meeting on November 13 engaged the Frost community in a discussion regarding the college's Strategic Mandate Agreement (SMA) and specifically the proposal that Frost be designated as an Ontario Centre of Excellence (OCE).
- A Campus Newsletter is published two times per year that includes campus updates and recognition of staff.
- The Heavy Equipment program team is taking the lead on the planning of the Frost Christmas party and dance to be held on December 14, 2012. A raffle event will be held at the party in support of the United Way campaign.

OBJECTIVE 2: ONTARIO'S CENTRE OF EXCELLENCE IN ENVIRONMENTAL AND NATURAL RESOURCE SCIENCES

◆ **CURRENT STATE.** Located in Lindsay, Ontario, Fleming College's Frost Campus attracts 80% of its 1,800 students from outside the region. The School of Environmental and Natural Resource Sciences has a 60% market share in environmental and natural resource sciences education at Ontario colleges. Over 25 programs are foundational to the field; several are unique in Ontario and Canada. Specializations in Environmental & Ecosystem Studies, Forestry, Water Management, Fish and Wildlife, Drilling and Blasting, Heavy Equipment, Geographic Information Systems and Geosciences reflect the scope of programming. The curriculum is built on active learning, outdoor projects and field work; faculty engage students in applied problem-solving in partnership with industry and the public sector to advance ecological protection, pollution mitigation and resource stewardship.

Since 2000, the Government of Ontario, Fleming College and our partners have invested \$27M to build a new teaching wing; establish our Centre for Alternative Wastewater Treatment, and upgrade our facilities, including our fish hatcheries, pathology and biodiversity labs, green roof and the new Parnham Training Centre. We have launched or modified eight environmental and natural resource programs since 2007, including Arboriculture and Earth Resources co-op programs, Ecological Restoration and Urban Forestry collaborative degree programs, and two new graduate certificates in Sustainable Agriculture and Environmental Visual Communications.

In short, over more than 40 years, Fleming College has developed a one-of-a-kind, magnet campus that serves students and employers across Ontario. Students come from across the province; graduates work across Ontario and beyond. The campus has a strong basis for its current role, sound potential for a future role, and the capacity to attract industry partnership and investment.

◆ **A VISION FOR THE FUTURE.** Ontario comes to the Frost Campus. As the province rethinks post-secondary education, a logical next step is a strategic mandate that will take Fleming's School of Environmental and Natural Resource Sciences and the Centre for Alternative Wastewater Treatment to a next stage, charged with the responsibility to serve as a provincial resource. Fleming College proposes that the Government of Ontario work with the College and our partners to create a Centre of Excellence in these sectors, with a clear and ambitious responsibility and mandate. Elements of the mandate for this Centre of Excellence should include:

1. Provide a full suite of college specializations in environmental and natural resource programs and associated facilities and learning resources. An immediate priority is renewed investment in the Geosciences program cluster and facilities.
2. Focus on water-related specializations that will directly support and enable achievement of Ontario's Water Economic Development Strategy. This requires responsiveness to relevant ministries (MEDI, MOE, MNR, MNDM), agency initiatives and priorities and continued work with the Ontario Clean Water Agency. It involves developing the training and delivery system, the standards and qualifications framework and the certification that will serve Ontario and promote the province's resources on a global stage. Such an initiative requires an online infrastructure oriented to training of employees rather than education in full-time programs.
3. Increase access to this suite of programs and related expertise. Work in partnership with other colleges with natural resource specializations to support educational opportunities across the province. Initial partners through a Memorandum of Understanding will be Confederation College, Northern College and College Boreal.
4. Using existing, successful collaborative programs as models, implement a comprehensive set of pathways and degree completion opportunities that will integrate Ontario's college and university educational opportunities.

5. Expand the innovation nexus which includes our Industry Innovation Office, our internationally recognized Centre for Alternative Wastewater Treatment, and C-Links – a community venture to support regional development through community-based research projects. Innovation themes are industry/government/education partnership and strategies to address public policy priorities.
6. Provide state-of-the-art applied research that is responsive to public policy needs and objectives and private sector challenges and opportunities.
7. Model sustainability.

Fleming College proposes a bold idea, one that is truly transformational in terms of a differentiated role and responsibility. The College will be pleased to provide a full proposal, documenting benefits and commitments that would be required from industry partners, the College and the Province of Ontario.

2. A CENTRE OF EXCELLENCE FOR THE PROVINCE OF ONTARIO	
STRATEGIC AREA	ACCOUNTABILITY METRICS/INDICATORS
Enrolment	<ul style="list-style-type: none"> • 2,200 FTE students annually • 4 new programs and enriched program mix • Targets for training and certification set in conjunction with partners • Full-time enrolment plans based on provincial labour market needs
Differentiation	<ul style="list-style-type: none"> • Provincial commitment to a differentiated mandate • \$2M in applied research per year • A specialist role plus a responsibility to work with partner colleges to mutual benefit • 50+ partnerships with industry delivering innovation and technology adoption
Productivity Improvements	<ul style="list-style-type: none"> • Course offerings provincially that were otherwise not available or financially viable • Enhanced performance capacities for Ontario environmental practitioners • Reduction in development cost duplication • Strong industry linkages yielding \$4M in investment
Public Policy Requirements	<ul style="list-style-type: none"> • Commitment to a Centre of Excellence with a clear and explicit mandate consistent with public policy objectives
Links to Government Principles	<ul style="list-style-type: none"> • Consistency with Ontario's Water Strategy and emphasis on the environment and natural resources



SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Appointment of External Auditors*

PRESENTED BY: Governor Degeer, Chair – Audit Committee

SOURCE

- Audit Committee meeting – November 14, 2012
- Board Policy 1-102J under By-law 1-102 – Attachment 5: *Audit Committee*

<p>Background</p> <ul style="list-style-type: none"> • Purpose of this report/request • Past history • Other relevant information 	<p>To comply with subsection (c) of the responsibilities of the Audit Committee, which states:</p> <p><i>Each fall, review and recommend the appointment of the external auditor to the Board after obtaining and considering management's evaluation of the incumbent auditors.</i></p> <p>In July 2009, an RFP for external auditing services for a five-year period, beginning with the 2009/10 fiscal year, was issued. The scope of the RFP included the following:</p> <ul style="list-style-type: none"> • College Financial Statement Audit • Enrolment and Graduate Reporting Audit • Five special funder reports <p>The contract was subsequently awarded to KPMG.</p>
<p>Action Required</p> <ul style="list-style-type: none"> • for Information • for Consultation and/or Discussion • for Approval (motion required) 	<p>For Approval</p> <p>THAT the Board of Governors of Sir Sandford Fleming College appoint KPMG as the College's External Auditors for the fiscal year ended March 31, 2013.</p>
<p>Considerations, Impacts and Options</p> <ul style="list-style-type: none"> • pros and cons 	<p>The Audit Committee, after obtaining and considering Administration's evaluation of the incumbent auditors, recommend the firm of KPMG as the College's External Auditors for the fiscal year ended March 31, 2013.</p>
<p>Financial Implications</p> <ul style="list-style-type: none"> • staff, facilities, equipment • impact on budget 	<p>KPMG is currently in the fourth year of the five-year period. The fee estimate for the 2012/13 fiscal year is \$77,474 excluding taxes.</p> <p>Any additional small audits, extraordinary audit work or work related to transitioning to Public Sector Accounting Standards will be billed separately.</p>
<p>Prepared by</p>	<p>Office of the Vice-President Finance and Administration</p>

SUBMISSION TO THE BOARD OF GOVERNORS
SUBJECT: Update Budget 2012-2013
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

SOURCE

- 2012-2013 Financial Plan, approved by the Board April 25, 2012
- Finance and Property Committee meeting – November 14, 2012
- Ministry of Training, Colleges and Universities Governance and Accountability Policy Framework, Binding Policy Directive, *Business Plan Operating Procedure*

Background <ul style="list-style-type: none"> • Purpose • History • Other relevant information 	<p>Colleges are required to comply with Binding Policy Directives (BPD) issued by the Ministry of Training, Colleges and Universities. The Business Plan Operating Procedure requires colleges to submit an annual budget and an interim year-end projection. Both the budget and the interim year-end projection are to be approved by the board of governors.</p> <p>To ensure all Governors are fully informed, the material reviewed by the Finance and Property Committee is attached.</p>
Action Required <ul style="list-style-type: none"> • for Information • for Consultation and/or Discussion • for Approval (motion) 	<p>For Approval.</p> <p>THAT the Board of Governors of Sir Sandford Fleming College approve the 2012-2013 Update Budget which provides for</p> <ul style="list-style-type: none"> • Total Revenue of \$95,800,195 • Expenditures of \$95,800,195 • Capital Expenditure of \$14,615,334 • Net Assets at March 31, 2013 of \$9,100,000 <p>and that the budget be submitted to the Ministry of Training, Colleges and Universities.</p>
Considerations, Impacts and Options <ul style="list-style-type: none"> • pros and cons 	<p>The Board approved the 2012-2013 Financial Plan with projected revenues and expenditures of \$95.8-million, a slight increase from the preliminary budget.</p> <p>The update budget adjusts revenues and expenditures but remains balanced. Total revenues in this budget adjustment are \$95.8 million, up \$2.7 million from the 2012/13 preliminary budget. Total expenses are also \$95.8 million up \$2.7 million from the preliminary budget.</p> <p>The Total Net Assets are budgeted at \$9.1 million which is a decrease of \$3.0 million as a result of the College's transition to Public Sector Accounting (PSA). The majority of the decrease relates to the accrual of non-vested sick leave which is a new requirement under PSA. Invested in Capital Assets has increased by \$2.5 million as we are required to cover our portion of the KTTC as the building is constructed. The internally restricted for Residences has increased by \$.3 million as revenues have exceeded expenses. The Unrestricted Operating has decreased by \$2.8 million resulting in an Unrestricted Operating (Board Reserve) negative balance of \$1.1 million.</p> <p>On the revenue side, grants have increased by \$615,000 from the preliminary budget. This is mainly due to increased second career revenues of \$508,000 and a new intake of Culinary Co-op Apprentice grant of \$131,000.</p>

	<p>Student tuition fees have increased by \$1,095,000 from the preliminary budget. Full time tuition has increased by \$996,000 due to increased international tuition. Full time domestic tuition revenue has also increased by \$174,000 from the preliminary budget. Part-time tuition activity has decreased by \$75,000 mainly in funded activity.</p> <p>The Skills Programs revenue has increased by \$352,000 due to the Targeted Initiative Older Worker (TIOW) program, which was not budgeted in the preliminary budget. Expenses have also increased by \$286,000 for the Skills Programs.</p> <p>On the expense side, part-time salaries have increased overall by \$1,089,609 mainly due to academic faculty expenses. This increase is a result of additional intakes and increased use of partial load and greater use of contract faculty. Benefits have also increased \$433,000 mainly due to increased pension costs, as well as increased part time academic faculty benefits of \$202,000 related to the increased use of partial load.</p> <p>Services & Other has increased by a net amount of \$230,000 mainly due to additional international commission expense of \$255,000 resulting from increased enrolment.</p> <p>Capital budgeted for the 2012/13 update budget has increased by \$2,180,000 to \$14,615,334 mainly due to KTTC building increasing by \$2.1 million. The Ministry has clarified that our portion of the capital funding is to be recognized proportionally as the construction progresses. The preliminary budget had assumed our portion would be applied at the end of the construction. As a result, most of the increase in capital is funded from operating.</p>
Financial Implications	The budget update provides a balanced budget.
Prepared by	Office of the Vice-President Finance and Administration

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *New Program – Advanced Water Systems Operations and Management*
PRESENTED BY: Governor Maki, Chair – Academic and Student Affairs Committee

SOURCE

- New Program Development and Approval Process, endorsed by the Board January 26, 2011
- Executive Leaders Team meeting – November 13, 2012
- Academic Planning and Development Committee meeting – November 14, 2012
- Academic and Student Affairs Committee meeting – November 14, 2012

Background <ul style="list-style-type: none"> • Purpose of this report/request • History • Other relevant information 	<p>Employment in the water/wastewater sector will increase as a result of retirements and changes in legislation and the environment. This program is designed to meet the needs of municipalities with water and wastewater treatment systems, water-use industries and environmental monitoring agencies.</p> <p>Offering a program at the graduate certificate level will provide the high-level training and management functions required for a highly-regulated industry.</p>
Action Required <ul style="list-style-type: none"> • for Information • for Consultation and/or Discussion • for Approval (include motion) 	For Approval <p>THAT the Board of Governors approve and offer an Ontario College Graduate Certificate in <i>Advanced Water Systems Operations and Management</i> with an implementation date of September 2013, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.</p>
Considerations, Impacts and Options <ul style="list-style-type: none"> • pros and cons 	<p>Credential: Ontario College Graduate Certificate Program Length: 37 weeks School: Environmental and Natural Resource Sciences</p> <p>Evidence of Need: Training currently provided via Continuing Education does not meet the needs of industry.</p> <p>Support for the Program: Industry focus groups have emphasized the need for the program, and have offered internships and paid co-operative educational experiences.</p>
Financial Implications	<p>Existing lab space will be utilized with some new equipment. The demand on the chemistry lab hours will be reviewed as part of implementation planning.</p> <p>One new full-time hire and additional lab technician support will be required. A differentiated staffing model has been proposed and incorporated into program cost projections.</p> <p>Higher than usual tuition will be charged for this program (\$4,385). Students will be charged a co-op fee to offset administrative costs associated with the preparation and support of students out in the co-op term.</p>
Prepared by	Office of the Vice-President Academic

Sir Sandford Fleming College - Program Costing
Program Name: Water and Wastewater Operations and Management

	Net Tuition	\$	3,000
	BOG (per yr)	\$	4,300
	Attrition		0%
(All values expressed in current dollars)	WFU per FTE		1.08

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18
Semester 1 Enrolment	24	24	48	48	48	48
Total Enrolment	24	24	48	48	48	48

Revenues						
Tuition Fees	\$ 72,000	\$ 72,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000
MTCU Operating Grant Received	-	-	37,152	74,304	148,608	185,760
Co-Op Fees	11,664	11,664	23,328	23,328	23,328	23,328
Total	72,000	72,000	181,152	218,304	292,608	329,760

Expenses						
Academic Direct	88,606	88,606	125,129	125,129	125,129	125,129
Program Coordinator	24,163	24,163	24,163	24,163	24,163	24,163
Technician	6,122	6,122	12,244	12,244	12,244	12,244
Course Supplies	4,800	4,800	4,800	4,800	4,800	4,800
Dean & Other academic costs	4,176	4,176	10,507	12,662	16,971	19,126
Total	\$ 127,867	\$ 127,867	\$ 176,843	\$ 178,998	\$ 183,307	\$ 185,462

Net Contribution or (Cost) of Proposed						
New Program before Overheads	(55,867)	(55,867)	4,309	39,306	109,301	144,298
Contribution %	(77.6%)	(77.6%)	2.4%	18.0%	37.4%	43.8%
Equipment, renovations, pond Development Costs	100,000					
College Overhead	36,000	25,380	63,856	76,952	103,144	116,240

Net Contribution or (Cost) of Proposed						
New Program	(\$217,247)	(\$81,247)	(\$59,547)	(\$37,646)	\$6,157	\$28,058

Cumulative Cash Flow Excluding Overhead						
	(\$191,867)	(\$247,734)	(\$243,424)	(\$204,118)	(\$94,817)	\$49,481

Assumptions:

1. Dean and other academic administrative expenses allocated at 5.8% of revenue
2. Academic delivery costs are calculated based on 40% full time and 60% contract. New hire cost only partially included.
3. College overhead is allocated at 35.25% of revenue
4. Co-Op Fees - \$486 per student
5. Gross annual tuition is approximately \$4,385
6. Lab hours are delivered 33% by Faculty - 66% by Technicians

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Chair's Report*

PRESENTED BY: Governor McLean, Board Chair

ACTION: For Information

Board Professional Development

- Governors Kerrigan, Kloosterman, Sexton and Stanford recently completed two components in the Board Excellence Certificate Program: the Good Governance session and the Board Orientation workshop. They will receive a “Good Governance Certificate” for completing their achievement.
- The annual meeting of Board Chairs and Vice-Chairs was held on November 25, followed by the Higher Education Summit and Premier’s Awards. At this year’s conference, the Board was represented by Governors McLean, Ross and Degeer.

Strategic Planning

The Board set the following objectives for 2012-2013:

1. Frame Fleming College Board work around “three modes of governing” ensuring that the Board is involved in decision-making from the initial stages.
2. Focus on the Fleming College Business Plan, ensuring that it effectively implements the Strategic Plan and the Strategic Mandate Agreement.
3. Prepare for the College’s future through robust succession planning and a long-term capital investment strategy.
4. Strengthen risk oversight and use of “big dot” performance indicators.
5. Develop governance in public and in-camera sessions through Board/staff communications, meeting planning, and ongoing evaluation.
6. Broaden the College’s emphasis on building community success by receiving external stakeholder input and providing Board messages on community and College priorities to provincial and municipal governments and representatives.

Opportunities for Governors

- The next scheduled meeting of the *President’s Advisory Council* is Thursday, January 24, 2013 in Peterborough. Governors interested in attending the meeting as the Board’s representative are asked to notify the Board Office.
- *Alumni Appreciation Week* will take place during the week of February 11, 2013. Governors will receive details on events as they are confirmed.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *President's Report*

PRESENTED BY: Dr. Tilly, President

ACTION: For Information

Ministry of Training, Colleges and Universities

- The Ministry of Training, Colleges and Universities created a Lifetime Achievement Award in 2005 to recognize success in advancing Ontario college education. Dr. Tony Hanlon, retired president of Lambton College, was presented with the 2012 Minister's Lifetime Achievement Award at a luncheon on November 26 as part of the Higher Education Summit.
- The Ontario government has launched an ad campaign to promote tuition rebates to college and university students. Two television commercials inform postsecondary students they may qualify for tuition rebates of up to 30%.
- According to a new study from the Higher Education Quality Council of Ontario (HEQCO), one of the first things employers look for when hiring graduates of Ontario's colleges and universities is relevant work experience. The lesson for students: from summer jobs to volunteering, work experience matters. The lesson for postsecondary institutions: work-integrated learning (WIL) programs such as co-op, internships and field placements may be more important than ever to the portfolios of job-hungry graduates.

Colleges Ontario

- At their November 25 meeting, the Committee of Presidents discussed the funding requests that will be in the colleges' funding submission to the province for the 2013 Ontario Budget. The submission will build on the Empowering Ontario report provided to the government during the consultations on postsecondary education. The full report, *Empowering Ontario: Transforming Higher Education in the 21st Century*, is available online at <http://www.collegesontario.org/policy-positions/position-papers/EmpoweringOntario>.
- The Higher Education Summit and 2012 Premier's Awards took place November 25 and 26. Throughout the conference, videos were produced that were posted on YouTube (<http://www.youtube.com/user/CollegesOntario1?feature=mhee>), including interviews with the featured speakers. Photos from the conference are also available online (http://emerson.orderphotos.ca/event.asp?Event_ID=23).

Premier Dalton McGuinty was among the special guests at this year's Premier's Awards celebration, which marked the 20th anniversary of the awards. Congratulations to this year's recipients:

- Business: *Chameli Naraine* – President and CEO, Symcor
- Community Services: *Jo Gomes* – Professor, Seneca College
- Creative Arts and Design: *Roger Mooking* – Celebrity chef and TV host
- Health Sciences: *Bonnie Kearns* – Contract Disaster Relief Worker, Canadian Red Cross
- Recent Graduate: *David Pratt* – Head Grower, Sundrop Farms
- Technology: *Dale George* – Chief Technology Officer, Buoyant Aircraft Systems International.

A copy of the program which contains profiles of the 2012 Premier's Awards winners is available on the Colleges Ontario website: <http://www.co-awards.org/>

Within the System

- The new executive director of the Ontario Council on Articulation and Transfer (ONCAT) is Glenn Craney. ONCAT is the provincial body responsible for supporting postsecondary students who transfer to other institutions. Mr. Craney is in the process of visiting postsecondary institutions and visited Fleming College on December 3.
- Dr. Ron Common, president of Sault College, announced his retirement effective December 31, 2013. With his retirement, Dr. Common leaves a 45-year career in the field of education, having served as a teacher, principal, professor, dean and administrator in roles spanning several decades.
- The president of Collège Boréal has also announced his retirement. Denis Hubert-Dutrisac will leave the presidency in September 2013.

Association of Canadian Community Colleges

- The ACCC Annual Conference 2013 will take place in Penticton, British Columbia from June 1-3. The conference theme, Ideas Uncorked, will provide an opportunity for colleges, institutes, cégeps, university colleges and polytechnics to share their success stories and help shape a new direction for the future. The Conference website will be launched in December.