

PUBLIC MEETING of the BOARD OF GOVERNORS

Wednesday, February 22, 2012

4:30 p.m.

**Scholfield Boardroom, Brealey Room #5920
Peterborough, ON**

2010-2015 Strategic Priorities

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

AGENDA ITEM	SPEAKER	Est. Time
1. CALL TO ORDER, WELCOME, INTRODUCTION OF GUESTS	Chair	
2. APPROVAL OF AGENDA		
3. CONFLICT OF INTEREST DECLARATION		10 min
4. REPORT OF THE BOARD CHAIR (<i>Handout, to be received</i>)		
5. REPORT OF THE COLLEGE PRESIDENT (<i>Handout, to be received</i>)		
6. UNANIMOUS CONSENT AGENDA		
<i>The following items/recommendations have been identified as part of the consent agenda for the public session meeting; 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: (<i>Enclosed</i>)		
6.1 Minutes of the January 25, 2012 public meeting of the Board		
6.2 Report on the Activities of Board Committees February 2012		
6.3 Program Advisory Committee Meeting Summaries		
6.4 Schedule of Program Advisory Committee Meetings February – May 2012		
6.5 Index of Correspondence for January/February 2012		
MEETING AGENDA		
7. BUSINESS ARISING		
None identified.		
8. BOARD BUSINESS		
8.1 <u>2012-2013 Budget Assumptions</u>	Ms. Cameron	15 min
8.2 <u>Quality Assurance</u> (<i>Enclosed</i>)	Gov. Maki	5 min
8.3 <u>New Program: Ontario College Certificate in Human Services Foundation</u> (<i>Enclosed</i>)	Gov. Maki	5 min
8.4 <u>New Program: Fleming College Certificate in Environmental Field Skills</u> (<i>Enclosed</i>)	Gov. Maki	5 min
8.5 <u>New Program: Fleming College Certificate in Horizontal Directional Drilling</u> (<i>Enclosed</i>)	Gov. Maki	5 min
8.6 <u>Report from the In-Camera Meeting</u>	Chair	1 min
9. STRATEGIC DISCUSSION / DECISION ITEMS		
<u>Drummond Report</u>	Dr. Tilly	20 min
The Commission on the Reform of Ontario's Public Services was released on February 15, 2012; it contains more than 400 recommendations that address Ontario's economic challenges while proposing major changes in the way the Government delivers service. A summary document of the recommendations related to postsecondary education will be emailed to Governors, with copies available at the meeting.		
10. GENERAL LEARNING ABOUT THE COLLEGE / COLLEGE SYSTEM		
<u>Liaison Governor Reports</u>		3 min
• <i>President's Advisory Council</i> , meeting of January 26, 2011	Gov. Mackle	
• <i>Aboriginal Education Council</i> , meeting of February 16, 2011	Gov. Dockstator	
11. OTHER BUSINESS (<i>includes items removed from the Consent Agenda</i>)		
12. ADJOURNMENT OF MEETING approx. 5:40 p.m.		

	<i>HANDOUT</i>	ACTION REQUIRED:
Board of Governors In-Camera Meeting	<input type="checkbox"/>	Information <input checked="" type="checkbox"/>
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Decision <input type="checkbox"/>

SUBJECT: *Report of the Board Chair*

PRESENTED BY: Governor McLean, Chair – Board of Governors

Fleming's *Alumni Appreciation Week* wrapped up for another year. Several events were held in our communities, raising awareness about the amazing work our graduates do.

Recognizing Students

The College hosted an *international student welcome reception* on February 21. The international student population has more than doubled since September, and has grown tenfold since this time last year. We have over 100 students from 20 different countries. The largest cohort is from India.

Supporting Students

Thank you to everyone who participated in the February 15 and February 22 *Ciao! Fleming Annual Spaghetti Luncheons*. Once again this year, Chartwells donated \$1 for every meal served.

Fleming will be hosting several Curling Teams from across the Country for the 2011-2012 CCAA *Curling Invitational Championships*. The four-day event in Peterborough promises to be exciting with opening ceremonies on March 21, round robin competition on March 22 and March 23, finishing with the medal games and closing ceremonies on March 24.

Board Recruitment

The process is well underway; applications must be received on or before next Wednesday, February 29. The Board of Governors is seeking individuals to fill two positions for terms commencing September 1, 2012, and is particularly interested in applicants from the City of Kawartha Lakes and Peterborough regions.

Upcoming Events / Key Dates

- *Aboriginal Awareness Day*, February 23 at the Frost Campus, 10:00 a.m. to 1:00 p.m. You are invited to join Aboriginal Student Services as they lead celebrations of Aboriginal history and culture, with elder talks, dance and drumming, tipi tours and more.
- Fundraising event on Saturday, March 3 at the Peterborough Sport and Wellness Centre – dinner, silent and live auctions, and a special performance by the CITIOTS, Peterborough's own interactive improv troupe. Tickets are \$30 per person; net proceeds will go to the *Fleming Knight Athletic Financial Awards program*, providing financial assistance to students at Fleming College who have demonstrated a combination of financial need, academic achievement, outstanding athletic ability, and leadership qualities as participants on varsity teams.
- *Day of Pink* takes place March 12 at all campus locations. Staff and students are invited to wear pink and join in the activities.
- *5th Annual Ecohealth Conference* on Thursday, April 12 at the Frost Campus in Lindsay; the theme is "personal actions for global health"
- *Spring Open House* on Saturday, April 14 at all campus locations.

	<i>HANDOUT</i>	ACTION REQUIRED:
Board of Governors In-Camera Meeting	<input type="checkbox"/>	Information <input checked="" type="checkbox"/>
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Decision <input type="checkbox"/>

SUBJECT: *Report of the President*

PRESENTED BY: Dr. Tilly, President – Fleming College

Next week, February 27 through March 2 is *Independent Learning Week*, or Week 8 of the Winter 2012 semester.

Supporting Students

News stories about the war in Afghanistan often focussed on the death of Canadian soldiers. Responding to a wish to focus on how those soldiers died fighting to improve the society, including helping enable a better educational system where more children get to go to school, the Peterborough and Area Military Family Support Network established *The Military Family Support Network Ride for Heroes Memorial Bursary*. It was founded by the Ride for Heroes, a motorbike ride from Lansdowne Place to Bobcaygeon and back to Peterborough for a memorial service at the Cenotaph this past August. A \$500 bursary will be available to a Fleming student starting this fall.

Three students in the Community Integration Through Cooperative Education program will be competing in the National Special Olympics Winter Games in Alberta from February 27 to March 4. **Lisa Butler** and **Richard Byrd** have been training for Nordic Skiing here in Peterborough, and **Kai Freeland** is a speed skater training out of Belleville. All competing athletes are hoping to qualify for the Worlds, to be held in Korea in 2013. The CICE program, the School of General Arts and Sciences, the Board of Governors and the College Community wish our athletes well. The Team's motto is "One Team, One Dream." **Ray Walt** is the Head Coach for the Ontario Nordic Ski Team and is a faculty member in our CICE program.

Recognizing Partnerships

The Ontario Federation of Anglers and Hunters (OFAH) and their partners have been honored with the Spring Fishing & Boat Show Conservation *Project of the Year Award* for their efforts to Bring Back the Salmon (BBTS) to Lake Ontario. Award Nominator Tom Brooke presented the Conservation Award during the show's annual Conservation Gala, held on February 16 at the International Centre in Mississauga. BBTS, also known as the *Lake Ontario Atlantic Salmon Restoration Program*, was selected through a voting process by members of the Canadian Anglers Hall of Fame. The program was launched in 2006 by the OFAH; as one of the program's partners, Fleming raises Atlantic Salmon in our hatchery.

Craft and the New Economy is a one-day symposium that brings together international, national and local speakers to address the relationship between craft and issues of sustainable business practice, technology, DIY and social responsibility. The Saturday, March 10 event will be held at the Ontario College of Art and Design University and is presented by the Ontario Crafts Council in partnership with the OCAD U, Sheridan College Crafts and Design Program and *Fleming's Haliburton School of The Arts*.

The *Community Innovation Forum: Knowledge in Action*, hosted by Fleming's School of Business, Computing and Hospitality, the Trent Centre for Community Based Education, and the Greater Peterborough Innovation Cluster, takes place at the Peterborough Golf and Country Club on April 5. The student talent showcase is open to the public from 1:00 to 4:00 p.m. There is no cost to attend.

Community Linkages

Students in the *Sustainable Building Design and Construction (SBDC)* program will work with Abbey Gardens Community Trust to construct a Creative Exchange Mart. The 20-week program, based out of the Haliburton Campus, is an intensive hands-on experience that puts students at the centre of the

construction of a full-sized and cutting-edge sustainable building. Construction of this project begins in April; the building will be located in West Guilford.

College News

The Canadian Health Information Management Association (CHIMA) has granted *Fleming's Health Information Management (HIM) program full program recognition status*, without reporting requirements, for the next six years. A new component of the recognition process is a two-day site visit at the College. CHIMA recognition status affirms that Fleming offers a dynamic and professional HIM program, one that advances the Health Information Management field. The College is one of only three Ontario colleges recognized by the Canadian Health Information Management Association.

The unique *Pharmacy Technician program* has also been awarded *Provisional Accreditation status* by the Canadian Council for Accreditation of Pharmacy Programs (CCAPP) for the term 2012-2015. This is a new designation with the Regulated Health Professions Act. Not only does this recognition verify that Fleming students receive excellent training, it also qualifies graduates for registration with the Ontario College of Pharmacists.

International

The Diversity Office has planned a number of events and opportunities for staff and students. *The Relationship of Food and Spices in Indian Culture* is intended to expose employees to Indian culture and the importance of spice in Indian food; this workshop takes place on February 29 over the lunch hour. A one-hour workshop on *Understanding Communication in Indian Culture* will be offered on March 5; the session will offer communication tips to help employees make our Indian students feel more welcome at Fleming. A viewing of the 55-minute documentary film, *A Film About Race*, exploring race in the 21st century, is scheduled on March 21 over the noon hour in the Centre for Learning and Teaching. March 21 is the United Nations International Day for the Elimination of Racial Discrimination.

Provincial Updates

Don Drummond, an experienced and highly regarded economist hired to review services across the broader public service, released his report on February 15. The full report is available at <http://www.fin.gov.on.ca/en/reformcommission>. The recommendations from the *Drummond Report* will be received by government and then reviewed and debated. Some will be adopted, others will be rejected or modified. Many changes would require legislative action. While the report signals some potentially significant changes that are important for us to consider at this time, it also re-affirms much of what is in our strategic plan with regard to specializations, student success and growth. We expect to hear more details from the government and our Ministry over the coming weeks leading up to the provincial budget announcement on March 31.

Recognizing Staff

It is with sadness that the Fleming Community learned of the passing of **Terry Rogers**, an Aboriginal Counsellor and Facilitator at Fleming College. Terry was very well known and respected in our community for the work he did with students and staff, and demonstrated what passion and commitment for the preservation of Anishinaabe culture should look like.

Condolences were extended to the family and friends of **Rob Milek**, a second-semester student in our General Arts & Sciences – University Transfer program who was killed in a tragic car accident on January 25.

The Canadian Health Information Management Association (CHIMA) Pinnacle Awards recognize the incredible achievements and considerable accomplishments of CHIMA members. One of the Pinnacle Awards is The Joady Murray Memorial Award, an award to acknowledge the talent, expertise, enthusiasm and vision of individual CHIMA members who, through their professional and volunteer roles, have demonstrated a commitment to the pursuit of excellence in the health information management profession. Congratulations to **Paula Weisflock**, Co-ordinator of the HIM program at Fleming College, on receiving this award.

Board of Governors In-Camera Meeting
Board of Governors Public Meeting

ACTION REQUIRED:
Information/Discussion
Decision

SUBJECT: *Unanimous Consent Agenda*

PRESENTED BY: Governor McLean, Chair – Board of Governors

SOURCE / BACKGROUND

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

RECOMMENDATION

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

Approve the minutes of the

6.1 January 25, 2012 public meeting of the Board of Governors; and

Receive, for information, the

6.2 Report on the Activities of Board Committees for February 2012;

**6.3 Meeting Summaries for the *Security and Risk Management* (December 9, 2011) and
Educational Assistant (January 26, 2012) Program Advisory Committees;**

**6.4 Schedule of Program Advisory Committee Meetings for the February – May 2012
timeframe; and the**

6.5 Index of Correspondence received for January/February 2012.

BOARD OF GOVERNORS

Public (*Open Session*) Meeting

Wednesday, January 25, 2012
Frost Boardroom, Room #252
Lindsay, ON

MINUTES

Present: Mr. Astell, Mr. Degeer, Dr. Dockstator, Mr. Gulston, Ms. Hayes, Ms. Kalavrias, Mr. MacDougall, Mr. Mackle, Ms. Maki, Mr. McLean, Mr. Nesbitt, Ms. Shill, Ms. Sutcliffe-Geens, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Mr. Greene, Mr. Lovenuk, Ms. Ross.

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

Guests: Ms. Walton, College Communications;
Dr. Pander-Scott – Registrar; Ms. Skilton – Campus Principal; Ms. Mann, Director – Counselling and Learning Support Services; Mr. Jefford, Manager – Student Life;
From the Frost Student Association: Michael Cox (President), Matt Crigger (Vice-President), Ashlea Veldhoen (Chair), Hannah Albani (Editor of Woodland Times), Alexandra Drozdowska (Director of Communications), Curtis Dunnell (Director of Ecology and Environment), and Katie Bigras (Director of Athletics).

1. Call to Order, Welcome and Introduction of Guests

Board Chair, Mr. McLean, called the meeting to order at 3:39 p.m. and welcomed those in attendance.

2. Approval of Agenda

BoG Jan25-2012 #1

Moved and Seconded by Mr. Nesbitt and Ms. Maki
THAT the agenda be approved, as circulated.

Carried

3. Conflict of Interest Declaration

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

4. Report of the Board Chair

Governor McLean presented his Report, provided as a handout. Mr. Jefford, whose portfolio includes a liaison role with the student governments, thanked the Board for the opportunity to welcome the newly-elected members of the student association. The Report was received, for information.

5. Report of the College President

The President presented his Report, provided as a handout, and highlighted a number of activities. The Report was received, for information.

6. UNANIMOUS CONSENT AGENDA

There were five items identified on the Unanimous Consent Agenda. Governors were requested to

identify items to be removed and placed on the regular public meeting agenda; none were identified.

BoG Jan25-2012 #2

Moved and Seconded by Ms. Kalavrias and Ms. Shill

THAT the Board of Governors of Sir Sandford Fleming College

- **approve the minutes of the *Board of Governors public meeting* of November 23, 2011, 2011;**
- receive, for information, the
- ***Report on the Activities of Board Committees* for December 2011 and January 2012;**
- ***Meeting Summaries for the Personal Support Worker (November 18, 2011); Community Integration through Cooperative Education (November 14); Police Foundations (November 25); Customs Border Services (December 2); and Urban Forestry (December 8) Program Advisory Committees;***
- ***Schedule of Program Advisory Committee meetings* for the Winter 2012 timeframe; and the**
- ***Index of Correspondence* received for the December 2011/January 2012 timeframe.**

Carried

BOARD OF GOVERNORS MEETING AGENDA

7. Business Arising from the Minutes

7.1 Post-election Advocacy, Implications for Colleges and Key Postsecondary Trends in Ontario: The November 2011 Throne Speech reflected the key themes of strengthening the economy and creating jobs while emphasizing that new expenditures would need to be off-set by savings realized elsewhere. The Drummond Report is anticipated to be officially released by mid-February; many of the recommendations to reduce the province's \$16-billion deficit will involve health, education and other aspects of the public sector.

Dr. Tilly referenced an invitation to speak at Trent's Board meeting February 2, a continuation of the concept of Peterborough as an "education destination" presentation made at a Chamber of Commerce breakfast in February and President Franklin's session with our Board in May on the relationship between the City's two postsecondary institutions. The presentation will speak to the opportunities for the future, including the compelling issue of transferability of credits.

8. Board Business

8.1 2011-2012 Financial Plan Budget Update: The Ministry's *Governance and Accountability Policy Framework* requires colleges to submit an annual budget and an interim year end projection, both approved by the board of governors.

BoG Jan25-2012 #3

Moved and Seconded by Mr. Nesbitt and Ms. Hayes

THAT the Board of Governors of Sir Sandford Fleming College approve the 2011-2012 Financial Plan Budget Update which provides for

- **Total Revenue of \$91,698,000**
- **Expenditures of \$91,698,000**
- **Adjustment to Deferred Derivative Liability \$680,000**
- **Capital Expenditure of \$7,427,506**
- **Net Assets at March 31, 2012 of \$11,567,000**

Carried

8.2 Approval Authority Schedule for Procurement of Goods and Non-consulting Services: The Broader Public Sector Procurement Directive applies to all designated broader public sector organizations; colleges are one of the identified sector organizations. The Directive requires an

approval authority schedule for the procurement of goods and non-consulting services; the schedule must identify the authorities that are allowed to approve procurements for different dollar thresholds; and the schedule must be approved by the board of the organization.

BoG Jan25-2012 #4

Moved and Seconded by Mr. Nesbitt and Ms. Shill

THAT the Board of Governors of Sir Sandford Fleming College approve an Approval Authority Schedule, as follows:

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

Carried

8.3 As an outcome of the integration of the Foundation Board within the governing structure of the College, an Endowment Policy was established with minimal changes from the Foundation policy. The policy has been reviewed and updated in conjunction with the Investment Policy Statements policy.

BoG Jan25-2012 #5

Moved and Seconded by Mr. Nesbitt and Mr. Degeer

THAT the Board of Governors of Sir Sandford Fleming College approve the revised College Policy #4-421, *Endowment Policy*, as circulated.

Carried

8.4 The current College policy 4-419, Investment Policy Statements, is comprised of five parts (419A–the Ontario Student Opportunity Trust Fund, 419B–the Ontario Trust for Student Support, 419C–Other Endowed Bursary Fund, 419D–Ministry Endowment Funds, and 419E–the Operating Account). As part of an overall review, sections A, B and C have been consolidated into one comprehensive statement.

BoG Jan25-2012 #6

Moved and Seconded by Mr. Nesbitt and Ms. Hayes

THAT the Board of Governors of Sir Sandford Fleming College

- **Separate the Investment Policy Statements for Endowment Funds from the Investment Policy Statement for Operating Funds;**
- **Replace the IPS for the Ontario Student Opportunity Trust Fund Phase 1 and Phase 2 (Donor Funds), the IPS for the Ontario Trust for Student Support (Donor Funds), and the IPS for the Other Endowed Bursary Fund (Donor Funds) with College Policy #4-419A – *Comprehensive Investment Policy Statement*, and approve the policy, as circulated;**
- **Replace the IPS for Endowment Funds (Ministry Funds) with College Policy #4-419D – *Ministry Endowed Investment Policy Statement*, and approve the policy as circulated;**
- **Renumber the IPS for the Operating Account as College Policy #4-424, *Operating Account IPS*.**

Carried

8.5 The Academic and Student Affairs Committee did not meet in January. Mr. Harvey and Ms. Skilton presented the program proposal for an Ontario Graduate Certificate in Applied and Community-Based Research, a two-semester (8 month) graduate program focussing on applied research in the environmental and natural resources sector. Course work would be delivered in a hybrid model in the first semester with the applied research project in the second semester. It was observed that as there are a number of approval steps are required before commencing the actual research, the timeline may be somewhat ambitious. Mr. Harvey confirmed that in order for Fleming to pursue research grants, the College was required to have a policy in place that ensured research conducted on human subjects met the standards of major granting agencies and regulatory bodies. Questions were raised with respect to cost recovery timelines and a suggestion to include supervision during field placement in the costing in view of the potential for international research opportunities.

BoG Jan25-2012 #7

Moved and Seconded by Ms. Maki and Mr. Gulston

THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Graduate Certificate in Applied and Community-Based Research* effective September 2012, for forwarding to the Ministry of Training, Colleges and Universities for funding approval, as circulated.

Carried

8.6 Report from the In-Camera Meeting: The Board Chair reported that the budget would be presented in April, necessitating changes to the location of the April and May meetings.

9. STRATEGIC DISCUSSION / DECISION ITEMS

Dr. Pander-Scott provided a briefing on the Winter 2012 Enrolment. The target for the semester was 5818 students (4778 returning and 1040 new). The Day 10 figures show enrolment at 5880 students, an increase in the number of returning students (4957) and a decrease in new students (923).

With respect to international students, enrolment shows a total of 108 students spread out between 1, 2, 4 and 6 semesters; they are clustered in four key programs: Biotechnology Forensics (35 students), International Business (17), International Trade (10), and Pharmacy Technician (7). The remaining 39 students are spread out over 25 other programs.

A question was asked with respect to the success of the international students as compared to our domestic students, measured by grades and progression. The Registrar indicated that very few of the international students were not successful; most of the students are university grads and are arriving with strong academics. They have integrated into Student Life and are getting involved. For example, 7 of the students from India volunteered to participate in the Winter Orientation for new first semester students, and 6 (of the 30) spots in the Emerging Leaders sessions have been filled by international students.

The 2011/12 enrolment results reflect a total of 12837 semester enrolments (956 summer, 6001 fall and 5880 winter). While the results show increases in total enrolment (12330 in 2009/10 and 12812 in 2010/11) for the past two years, first semester enrolments have remained basically flat. This is not unique to Fleming. After having experienced many years of growth, colleges are simply maintaining current enrolment levels.

10. GENERAL LEARNING ABOUT THE COLLEGE / COLLEGE SYSTEM

10.1 Frost Campus Update 2011: The Campus Principal supplemented the written report summary of accomplishments since the October 2010 update with a PowerPoint presentation. Ms. Skilton noted that the annual report on the Fleming College/City of Kawartha Lakes Sustainability Partnership was not included as the report would not be finalized until April 2012.

Referring to the document attached to the Report, the *Frost Campus Vision* is about providing a healthy base to move the Campus into the future. The Vision is grounded in six recommendations based on the unique characteristics of the Campus and considered within the larger context of the College Strategic Plan. The priority over the next year will be to put action against these recommendations.

- 10.2 Student mental health issues in postsecondary education has been a topic of discussion in universities and colleges, most recently at the Higher Education Summit. Maxine Mann, the College's Director of Counselling and Learning Support Services, provided the Board with information on mental health concerns as it relates to the Fleming student population. Statistically, there has been a slight decline in the number of counseling appointments for the September to November 2011 versus September to November 2010 timeframe, but there has been a slight increase in the number of students presenting with unique issues. The top issues/concerns are depression, anxiety and coping with stress – a similar trend seen in the general population. The complexity of mental health issues with identified learning disabilities is on the increase.

On a more positive note, there is more discussion and much more awareness of mental health issues. Fleming has responded to these concerns/demands for service through hiring a new counselor, starting a "SafeTalk" program (training that prepares anyone over the age of 15 to identify persons with thoughts of suicide and connect them to suicide first aid resources), extensive liaison with community agencies, increasing psychiatric service to four days/month to do consultations with us/follow up students from other communities/web counseling, and offering weekly "Sharing Circles" (started as an Aboriginal student focus but open to anyone).

- 10.3 Liaison Governor Reports: Governor Hayes attended the November 24, 2011 meeting of the *President's Advisory Council*, noting that many of the items discussed at that meeting have also received the Board's attention. This multidisciplinary stakeholder group generates healthy, meaningful and timely discussion about those issues relevant to students, faculty and staff. Members are encouraged to serve as Liaison Governor at a meeting.

The next meeting of Council is January 26 in Peterborough; Governor Mackle volunteered to attend.

11. OTHER BUSINESS

For information, Governors received a copy of a *2012 Colleges Ontario Desk Calendar* in their mailing.

12. ADJOURNMENT OF MEETING at 5:23 p.m. by Mr. Astell and Mr. Nesbitt.

REPORT TO THE BOARD

February 22, 2012 – Agenda Item 6.2

CONSENT AGENDA

Board of Governors In-Camera Meeting
Board of Governors Public Meeting

ACTION REQUIRED:

Information
Decision

SUBJECT: *Report on the Activities of Board Committees*

The following report details activities of the Board Committees for meetings held in February 2012.

Academic and Student Affairs Committee

Governor Maki – Committee Chair

The Committee met on February 8, 2012. Items requiring Board approval are listed on the agenda.

Finance and Property Committee

Governor Nesbitt – Committee Chair

The Committee met on February 8, 2012. Attached, for information, is a document outlining the College's financial position for the period ending January 31, 2012. Items requiring Board approval are listed on the agenda.

Advancement Committee

Governor Hayes – Committee Chair

The Committee met on February 8, 2012. There were no items requiring Board approval.

Executive Committee

Governor Ross – Committee Chair

The Committee met on February 13, 2012. The 2011-2012 meeting schedule has been adjusted to accommodate some key presentations; the April, May and June meetings of the Board will be held in Peterborough.

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

TO: Tony Tilly
cc: Executive Leaders Team
FROM: Pat Blacker-Thomson
DATE: February 7, 2012
SUBJECT: Financial Position for the Period Ending January 31, 2012

The College Financial Position has been reported on the attached Statement of Revenue and Expenditures. Adjustments have been made to accrue for amortization not yet recorded as well as revenues for tuition holdback, special projects, facilities renewal projects and ministry bursaries to reflect actual revenues earned.

Revenue

Grants and reimbursements appear to be favourable due to special need and clinical grants flowed sooner than in the previous year.

Student tuition overall is right on budget.

Other income is unfavourable by .8% mainly due to timing of receipt of commission revenues as well as decreases in parking revenue.

Overall operating revenues are favourable by 1.1 % mainly due to timing.

Expenditures

Full time salary is favourable mainly due to timing. Part time salaries are unfavourable in academic expenses only.

Non-salary expenses are favourable by almost 1.2% mainly due to timing.

Overall operating expenditures are 0.3% favourable.

Cash Position

As of January 31, 2012 our cash and short term investment balance is \$19,611,446.

Pat Blacker-Thomson
Director Budget Services.

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



	Current Year			Prior Year			Variance
	Actual To 31-Jan-2012	Budget Current Year	YTD/Budget %	Actual To 31-Jan-2011	Actual Prior Year	YTD/Year %	Difference %
Revenue							
Grants and Reimbursements	\$ 31,447	\$ 44,444	70.8%	\$ 31,197	\$ 44,681	69.8%	0.9% F
Student Tuition Fees	19,981	19,498	102.5%	18,871	18,432	102.4%	0.1% F
Contract Training	103	501	20.5%	298	866	34.4%	-13.9% U
Other Income							
Other Income	5,176	6,842	75.6%	4,517	5,907	76.5%	-0.8% U
Ancillary Fees	3,361	3,893	86.3%	3,156	3,809	82.9%	3.5% F
Non-Operating Revenue	-	-		-	-		F
Total Other Income	8,537	10,736	79.5%	7,673	9,716	79.0%	0.5% F
Amortization of Deferred Capital Contributions	3,123	3,748	83.3%	3,037	3,644	83.3%	0.0% F
Total Operating Revenues	63,191	78,927	80.1%	61,076	77,340	79.0%	1.1% F
Skills Programs	2,986	3,340	89.4%	4,958	4,615	107.4%	-18.1% U
Tuition Holdback Bursaries	1,467	2,297	63.9%	1,868	2,040	91.6%	-27.7% U
Ministry Bursaries	765	1,037	73.8%	806	1,079	74.7%	-0.9% U
Special Projects	1,236	1,706	72.5%	922	1,458	63.2%	9.2% F
Facilities Renewal and Renovation Projects	666	553	120.5%	2,076	1,808	114.9%	5.6% F
Ancillary Operations	3,340	3,840	87.0%	3,352	3,872	86.6%	0.4% F
Adjustments to Deferred Derivative Liability	-	680	0.0%	-	1,032	0.0%	0.0% U
Total Revenue	\$ 73,650	\$ 92,378	79.7%	\$ 75,059	\$ 92,232	81.4%	-1.7% U

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



	Current Year			Prior Year			Variance
	Actual To 31-Jan-2012	Budget Current Year	YTD/Budget %	Actual To 31-Jan-2011	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	29,503	35,883	82.2%	29,707	35,697	83.2%	-1.0% F
Salaries, Part Time	7,992	11,256	71.0%	7,955	11,326	70.2%	0.8% U
Benefits	7,429	9,376	79.2%	7,280	9,219	79.0%	0.3% U
Total Salaries and Benefits	44,924	56,515	79.5%	44,942	56,241	79.9%	-0.4% F
Non-Salary Expenses							
Instructional Support Costs	3,546	4,758	74.5%	3,792	4,617	82.1%	-7.6% F
Travel and Professional Development	738	1,190	62.0%	788	1,163	67.7%	-5.7% F
Advertising	582	854	68.2%	549	835	65.8%	2.4% U
Telephone, Audit, Legal & Insurance	634	795	79.7%	652	902	72.3%	7.4% U
Equipment Maintenance	313	376	83.1%	322	443	72.8%	10.3% U
Plant and Security	1,601	2,315	69.2%	1,574	2,377	66.2%	2.9% U
Rentals and Taxes	830	952	87.2%	726	837	86.8%	0.5% U
Utilities	1,244	1,991	62.5%	1,238	1,882	65.8%	-3.3% F
Contract Services Trent	-	1,717	0.0%	103	1,990	-5.2%	5.2% U
Services & Other	1,490	2,075	71.8%	1,495	2,044	73.2%	-1.4% F
Long Term Debt Interest	102	119	85.8%	126	148	85.1%	0.7% U
Amortization of Capital Assets	4,573	5,487	83.3%	4,289	5,147	83.3%	0.0% U
Total Non-Salary Expenses	15,653	22,629	69.2%	15,449	22,385	69.0%	0.2% U
Total Operating Expenditures	60,577	79,144	76.5%	60,392	78,627	76.8%	-0.3% F
Investments	20	75	26.6%	133	256	51.8%	-25.2% F
Skills Programs	2,038	2,947	69.2%	3,206	4,107	78.1%	-8.9% F
Tuition Holdback Bursaries	1,467	2,297	63.9%	1,868	2,040	91.6%	-27.7% F
Ministry Bursaries	765	1,037	73.8%	806	1,079	74.7%	-0.9% F
Special Projects	1,236	1,706	72.5%	922	1,447	63.7%	8.8% U
Facilities Renewal and Renovation Projects	666	553	120.5%	2,076	1,808	114.8%	5.6% U
Ancillary Operations	2,975	3,941	75.5%	2,939	3,587	81.9%	-6.4% F
Net Asset Adjustment	-	-		-	1,032	0.0%	U
Total Expenditures	\$ 69,743	\$ 91,698	76.1%	\$ 72,342	\$ 91,919	78.7%	-2.6% F
Net	\$ 3,906	\$ 680	574.5%	\$ 2,717	\$ 313	868.5%	



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**Security & Risk Management Program Advisory Committee
December 9, 2011
Room 515, Sutherland Campus**

MEETING SUMMARY

- Present:** Martin Green (Rouge Valley Health System), Brian Paul (Ontario Power Generation) Mike Fenton (Paragon Protection Limited), Chris Kelly (Sears Canada Inc.), Derek Knights (Toronto Dominion); Emily Mackey, 2nd year SRM Student
- Regrets:** Terry Chowanec (Cadillac Fairview Corporation Limited), *Tony Molica (Ministry of Revenue)*, Judy Shulga (Toronto Transit Commission)
- Fleming Staff:** Deb Holts (Chair) Paul Legacy (Dean), Nancy Newton (Co-ordinator), Ronda Parson (Faculty) Norm Killian (Faculty), John Gallen (Manager, Public Safety & Parking/Faculty)
- Guest:** David Stolovitch, Former Security Analyst, Toronto Dominion
- Minute Recorder:** Janice Miller, (School Operations Liaison)

Key Points / Actions		Follow-up / Status
Action Items		
1.	Co-ordinators from various Ontario colleges (with similar programs) met in May 2011. As a result of discussion, a recommendation was put forth to the Ministry to change the program name to <i>Justice Studies – Security & Risk Management</i> . Community & Justice Services Program Co-ordinators have since filed an objection with the Ministry to the proposed name change. The Ministry have since confirmed the new name as follows: <i>Protection, Security & Investigations – Security & Risk Management Program.</i>	Discussion on the proposed name change will continue during the Justice & Public Safety Coordinator Conference being held in May 2012.
Non-Action Items		
1.	Field placement in 2011 was very successful. Five (5) students placed with Toronto Dominion in governance, physical security, policy and procedure. Some of these students were successful in obtaining full-time and/or contract positions at the completion of their placement.	
2.	Nancy and the students will be attending the ASIS Appreciation evening on February 16, 2012.	

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



Educational Assistant Advisory Committee

January 26, 2012

Room 5920, Brealey Campus

MEETING SUMMARY

Present: Brandi Kelly (Kawartha Pine Ridge District School Board), Wilma Lynch (Trillium Lakelands District School Board), Deb Willette (Peterborough Victoria Northumberland Clarington Catholic School Board)

Regrets: Kevin Forrest (Geneva Centre for Autism), Debbie Irish (Geneva Centre for Autism), Sandy Gougeon (Kawartha Pine Ridge District School Board)

Fleming Staff: Jayne Asselin (Faculty), Carol Kelsey (Dean), Ann McDonald (Co-ordinator), Linda Poirier (Continuing Education Lead), Sherry Gosselin (Operations Leader), Molly Westland (Chair)

Recorder: Joanne Brown (School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Committee members were provided with a program update that included an update on enrolment and a summary of the 2010/2011 key performance indicator results.	
2.	Input from the three (3) school boards included the employment picture for EA's; the assistive technology currently used in the classroom; as well as other trends within the field.	
3.	Industry input was provided regarding the proposed Children's Mental Health Certificate to be offered through Continuing Education.	
4.	A Dean's report was presented which included an update on school enrolment, achieving targets in Key Performance Indicators, the Kawartha Trades and Technology Institute building project and the academic division's focus on applied learning.	

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

February 2012

ADVISORY COMMITTEE MEETING SCHEDULE

February – May 2012

Business, Trades & Technology	
Accounting – Business Admin	February 16, 2012 3:00 p.m. - 5:00 p.m. Room 515
Tourism and Travel	February 21, 2012 1:00 p.m. - 4:00 p.m. Room 5920
International Trade	March 19, 2012 9:00 a.m. – 12:00pm Room 5920
Event Management	March 21, 2012 1:00 p.m. - 4:00 p.m. Room 5920
Business Admin Marketing	March 26, 2012 9:00 a.m. – 12:00 p.m. Room 5920
Internet Applications/Web Dev.	March 30, 2012 1:00 p.m. - 4:00 p.m. Room 5920
Education, Health & Wellness	
Massage Therapy	March 9, 2012 10:00 a.m. – 12:00 a.m., Room: 5920
Paramedic	March 23, 2012 10:00 a.m. – 12:00 noon, Room: 5920
Personal Support Worker	April 5, 2012 9:00 a.m. – 11:00 a.m. (Frost Campus)
Pharmacy Technician	April 11, 2012 9:00 a.m. – 11:00 a.m., Room 5920
Early Childhood Education	April 13, 2012 9:00 a.m. – 11:00 a.m. Room 5920
Health Information Management	April 27, 2012 9:00 a.m. – 11:30 a.m., Room 515
Environmental & Natural Resource Sciences (All meetings @ Frost)	
Earth Resources Technician/Technology	February 14, 2012 10:00 a.m. – 3:00 p.m., Room 252
Environmental Technician/Technology	March 8, 2012 11:00 a.m. – 3:00 p.m., Room 252
Conservation & Environmental Law Enforcement	March 9, 2012 10:00 a.m. – 3:00 p.m., Room 252
Heavy Equipment	March 12, 2012 10:00 a.m. – 3:00 p.m., Heavy Equipment Bldg., Room 506
Ecosystem Management	March 16, 2012 10:00 a.m. – 3:00 p.m., Room 252
Resources Drilling & Blasting	March 19, 2012 12:00 p.m. – 4:30 p.m., Room 252
Blasting Techniques	March 22, 2012 10:00 a.m. – 2:00 p.m., Room 252
Fish & Wildlife	April 5, 2012 1:00 p.m. – 4:00 p.m., Room 252
Outdoor Adventure Skills	April 12, 2012 1:00 p.m. – 4:00 p.m., Room 252
Arboriculture/Forestry/Urban Forestry	April 13, 2012 10:00 a.m. – 3:00 p.m., Room 252

Environmental & Natural Resource Sciences (continued)	
Geomatics	May 14, 2012 10:00 a.m. – 3:00 p.m., Room 252
GIS	May 15, 2012 10:00 a.m. – 3:00 p.m., Room 252
General Arts & Sciences	
Community Integration through Co-operative Education	February 17, 2012 8:30 a.m.– 11:00 a.m., Room 5920 March 9, 2012 9:00 a.m. – 11:30 a.m., Room 515
Haliburton	
Expressive Arts	May 1, 2012 10:00 a.m. – 2:00 p.m., Room 8
Law, Justice & Community Services	
Community & Justice Services	March 22, 2012 9:30 a.m. – 12:00 noon, Room 5920
Recreation & Leisure Services	March 29, 2012 10:00 a.m. – 2:00 p.m., Room 5920
Biotechnology Forensics	April 5, 2012 10:00 a.m. – 2:00 p.m., Room 5920
Emergency Management	April 18, 2012 12:00 p.m. – 3:00 p.m., Room 5920
Developmental Service Worker	April 27, 2012 9:30 a.m. – 12:30 a.m., Room 5920
Social Service Worker	May 7, 2012 9:30 a.m. – 12:00 noon, Room 5920
Arts & Heritage	June 15, 2012 10:00 a.m. – 3:00 p.m., Room 5920

Please contact Mary Jane Jackman (mjackman@flemingc.on.ca) to obtain agenda, meeting material

CONSENT AGENDA

Board of Governors In-Camera Meeting

Board of Governors Public Meeting

ACTION REQUIRED:

Information

Decision

SUBJECT: *Index of Correspondence for January and February 2012*

A report to detail the correspondence received and available for review in the **Circulation Binder**. By providing the index in advance, Governors are able to flag items they may wish to have discussed or clarified.

MINISTRY OF TRAINING, COLLEGES & UNIVERSITIES CORRESPONDENCE

The Credentials Validation Service validated the *Hotel and Restaurant Management* program on November 18, 2011; the Ministry approved the program for funding.

COLLEGE SYSTEM CORRESPONDENCE

The College Dispatch

- February 2012 issue

Inside ACCC

- January 27 and February 10, 2012 issues

FLEMING “IN THE NEWS”

Great Grads, a series of articles in Peterborough This Week:

- Kris Nahrgang (January 19, 2012)
- Mark Law (January 27, 2012)
- Jim McMullen (February 10, 2012)

PROGRAM ADVISORY COMMITTEE MINUTES

- Security and Risk Management (December 9, 2011)
- Educational Assistant (January 26, 2012)

Board of Governors In-Camera Meeting	<input type="checkbox"/>	ACTION REQUIRED:	<input type="checkbox"/>
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>
		Discussion/Decision	<input checked="" type="checkbox"/>

SUBJECT: *Quality Assurance*

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

SOURCE / BACKGROUND

Links with College Strategic Priority

Links with Board Objective #5

- Academic and Student Affairs Committee, meetings of December 14, 2011 and February 8, 2012

DISCUSSION / OPTIONS

Over the course of meetings, the Committee considered the dimensions currently being used to measure the overall quality of the student experience.

The elements associated with the assessment mechanisms utilized within the Academic and Student Services divisions as well as any improvement strategies that have been developed were reviewed.

FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

N/A

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College amend the College's annual business plan to include a required annual progress report on quality improvement in the Academic and Student Services divisions; this report should identify areas of specific concern or risk for the College as well as address progress toward quality improvement goals.

Board of Governors In-Camera Meeting	<input type="checkbox"/>	ACTION REQUIRED:	
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>
		Discussion/Decision	<input checked="" type="checkbox"/>

SUBJECT: *New Program – Ontario College Certificate in Human Services Foundation*
PRESENTED BY: Governor Maki, Chair – Academic and Student Affairs Committee

SOURCE / BACKGROUND

- Links with College Strategic Priority #4* *Links with Board Objective #1*
- New Program Development and Approval Process, endorsed by the Board January 26, 2011
 - Academic Planning and Development Committee – January 18, 2012
 - Academic and Student Affairs Committee – February 8, 2012

DISCUSSION / OPTIONS

This two-semester program is designed to prepare graduates to ladder into programs within the School of Law, Justice and Community Services.

Initially designed as an option for workplace entry students, discussion with high school guidance counselors confirmed the program would be of interest to students considering an additional year of high school. The program is also anticipated to be of interest to those classified as “at risk” of not pursuing postsecondary education due to lower grades.

Unlike similar offerings within the system, the proposal provides very clear pathways and outlines the service learning experiences available. Educational plans will be very specific – based on the student.

FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

It is anticipated to launch the program in September 2012 with a target of 40 students. Traditional delivery is anticipated initially, although some courses have been targeted for potential distance delivery.

There are no staffing issues associated with the program anticipated as the skill set to deliver the program currently exists.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Certificate in Human Services Foundation* effective September 2012, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.

Board of Governors In-Camera Meeting	<input type="checkbox"/>	ACTION REQUIRED:	
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>
		Discussion/Decision	<input checked="" type="checkbox"/>

SUBJECT: *New Program – Fleming College Certificate in Environmental Field Skills*
PRESENTED BY: Governor Maki, Chair – Academic and Student Affairs Committee

SOURCE / BACKGROUND

Links with College Strategic Priority #4

Links with Board Objective #1

- Academic Planning and Development Committee – February 8, 2012
- Academic and Student Affairs Committee – February 8, 2012

DISCUSSION / OPTIONS

Initially designed as a bridging process to assist university graduates to successfully ladder into certain School of Environmental and Natural Resource Sciences programs, the ***Fleming College Certificate in Environmental Field Skills*** is also anticipated to be of interest as a standalone offering for those seasonally employed in related fields or for personal interest.

FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

As a Continuing Education offering, the program will initially be offered in conjunction with existing day courses at the Frost Campus (May – August 2012) thereby creating operational efficiencies. There are no associated space or staffing impacts anticipated.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the proposal to offer a *Fleming College Certificate in Environmental Field Skills*, effective March 2012.

Board of Governors In-Camera Meeting	<input type="checkbox"/>	ACTION REQUIRED:	<input type="checkbox"/>
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>
		Discussion/Decision	<input checked="" type="checkbox"/>

SUBJECT: *New Program – Fleming College Certificate in Horizontal Directional Drilling*
PRESENTED BY: Governor Maki, Chair – Academic and Student Affairs Committee

SOURCE / BACKGROUND

Links with College Strategic Priority #4

Links with Board Objective #1

- Academic Planning and Development Committee – January 18, 2012
- Academic and Student Affairs Committee – February 8, 2012

DISCUSSION / OPTIONS

Horizontal directional drilling is required in areas where vertical drilling or other types of tunneling are not feasible due to a variety of constraints, i.e. financial, structural. Its use has grown dramatically over the last 10 to 15 years.

The program will prepare graduates with the skills and expertise to operate all equipment related to horizontal directional drilling.

FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

As the training is currently delivered within the Resources Drilling and Blasting program, the College has access to the required facilities, equipment and trained staff to offer this program.

It is designed to be offered in a continuing education (cost-recovery) and/or contract training (customized) model. Offerings to new countries is anticipated to create a great deal of exposure for the diploma program, as well as other SENRS offerings.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the proposal to offer a *Fleming College Certificate in Horizontal Directional Drilling*, effective March 2012.

Board of Governors In-Camera Meeting	<input type="checkbox"/>	ACTION REQUIRED:	
Board of Governors Public Meeting	<input checked="" type="checkbox"/>	Information/Discussion	<input checked="" type="checkbox"/>
		Decision	<input type="checkbox"/>

SUBJECT: *Drummond Report*

PRESENTED BY: Dr. Tilly, President – Fleming College

SOURCE / BACKGROUND

- Report of the Commission on the Reform of Ontario's Public Services, released February 15, 2012

DISCUSSION

As anticipated, the province's Commission on the Reform of Ontario's Public Services has produced a far-reaching and comprehensive report. The focus is cost reduction and elimination of the province's \$16-billion deficit. At the same time, the Drummond Report recommends that the province avoid across-the-board reductions and instead focus on selected priorities.

Priorities are reflected in the proposed annual budget increase, as follows:

- Health care +2.5%
- Postsecondary education +1.5%
- K-12 Education +1.0%
- Social services +0.5%
- All other programs 2.4% cut

While many of the proposed priorities fit with government initiatives, that is not consistently the case. For example, the Commission has proposed elimination of full-day kindergarten, increases in K-12 class sizes, and revision of the newly-announced Ontario Tuition Grant (the 30% tuition reduction) to focus more specifically on low income earners.

While the government has already announced its position on some key recommendations (e.g. maintaining full-day kindergarten), the days immediately following the Report release currently involve amplification and explanation of the Drummond recommendations rather than government responses. We anticipate that this will soon change and the emphasis will move to government responses through the Premier's Office and the Ministry of Finance. By the time of the Board meeting on February 22, we should have a number of these initial indications of government response and will provide an update to this briefing at that time.

In the interim, we can make a number of observations on the **recommendations with respect to postsecondary education**. First, Mr. Drummond acknowledges that over the long term and in comparison to other jurisdictions, postsecondary education in Ontario has been under funded. This has meant that across the province, colleges and universities have moved to larger classes, greater use of part-time employees, and other factors that save money but may impact quality.

The Drummond Report proposes budget allocation consistent with the government's objective of a 70% attainment rate (i.e. 70% of Ontarians will hold a postsecondary credential). This target translates into 1.7% growth in college and university enrolments over the next five years.

It is important to relate this target to the proposed budget allocation. We note the 1.5% budget increase for postsecondary education, but observe that this would basically fund growth and provide no additional funds to deal with cost increases.

The Drummond Report emphasizes that the current model of postsecondary education is not sustainable. Greater differentiation is required between colleges and universities, between teaching-oriented and research-oriented institutions, and between those institutions that have a regional economic development role and those for whom this role is much more limited.

The Commission proposes that differentiation should involve institutional mandates that would be signed-off by the province and individual colleges and universities. This is not a new idea; it has been discussed over more than a year with political leaders and ministry staff. At the same time, Drummond recommends a moratorium on new program approvals until these mandates are confirmed.

With respect to tuition, Drummond is very declarative in saying that a tuition freeze would not serve students well and would, in fact, contribute to deterioration of quality. He proposes a tuition framework that effectively continues the existing approach with a maximum of 5% per year increases and greater latitude with respect to where those increases are applied.

The Commission also focuses on collective bargaining and pension plans. With respect to bargaining, the intent is cost control and reduction of inflation on the basis of collective agreements. With respect to pensions, the CAAT Pension Plan is seen as a strong model and Drummond recommends that the current array of university-based pension plans be dramatically reduced to a single province-wide plan for both colleges and universities.

Prior to the release of the Drummond Report, there was some media-based speculation about extension of the wage restraint that has been in place for the last two years. However, Mr. Drummond has not recommended salary freezes or curtailment of performance pay.

FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

With respect to implications, we note that Fleming College's strategic directions are very much in keeping with key thrusts in the Drummond Report. We have committed to differentiation and to growth. Similarly, our strategy involves a college identity working in concert with university partners. Finally, our strategic direction emphasizes quality and outcomes, satisfaction and success, all of which are referenced in the Commission's comments and recommendations.

With respect to budget, the College has been operating on the assumption that additional funding will be for growth and that the challenge is to contain and absorb inflation. Our strategy is again consistent with the Drummond recommendation.

As we move forward, it will be important to be transparent with employees concerning this Report, the government response, and implications for Fleming College, which will be a focus for Board discussion of the Drummond Report