

**SIR SANDFORD FLEMING COLLEGE
OF APPLIED ARTS AND TECHNOLOGY
PUBLIC MEETING OF THE BOARD OF GOVERNORS**

**Wednesday, April 26, 2017
3:30 p.m.
Sutherland Campus
Scholfield Boardroom, Room B3330
Peterborough, ON**

2015-2018 Strategic Priorities
1. Deliver Outstanding Student Learning and Experiences
2. Collaborate and Prosper with Our Communities
3. Excel as an Organization
4. Enhance Financial Health and Sustainability

A G E N D A

Pages

1. Call to Order	
• Confirmation of Quorum	
• Welcome to the Traditional Territory, Introduction of Guests	
• Conflict of Interest Declarations (if any)	
2. Additions/Deletions/Approval of Agenda	1-2
3. Consent Agenda	3
<i>The following items have been identified for the Consent Agenda; any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting. Items not moved will be considered adopted by consent without debate.</i>	
Approve the	
3.1 minutes of the March 22, 2017 Public Board meeting	4-6
Receive as information the:	
3.2 Chair's Report	7-9
3.3 Report on Contracts Awarded January – March 2017	10
4. Business Arising from Previous Meetings (not otherwise covered on the agenda)	
No items tabled.	
5. Matters for Board Decision	
5.1 Fleming College Business Plan 2017-2018 (Report enclosed)	11-28
15 min. Presenters: Vice-President Crook	
5.2 Fleming College Financial Plan 2017-2018 (Report enclosed)	29-46
20 min. Presenters: Vice-President Baker with Angie Sims	
6. Matters for Board Discussion	
6.1 Key Performance Indicators – Survey Highlights (Report enclosed)	47-57
15 min. Presenters: Vice-President Crook	

Items for Information (10 min)

6.1 Report from the Executive Team (will be available at the meeting)

6.2 Community Connections – Roundtable

7. Other Business

8. Report from the In-Camera Meeting

9. Adjournment of the Public Meeting approx. 4:30 p.m.

Private Session (Governors Only)

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon April 26, 2017 until end of day April 27, 2017** on the **Surveys and Questionnaires** page of the **Board Portal**.*

CONSENT AGENDA

Public Board Meeting
April 26, 2017

Agenda Item 3

CONTEXT / PURPOSE

To ensure the Board of Governors has sufficient time at its monthly meetings to deal with substantive policy issues and time to review and strengthen its own operations, minor or non-controversial Board matters will appear on a Consent Agenda for both the public and in-camera meetings. Items listed on the Consent Agenda do not require discussion and are approved en bloc.

BACKGROUND

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

Attachments:

As listed below

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the minutes of the

- 3.1 Public Board meeting held on March 22, 2017**

and receive as information the

- 3.2 Chair's Report**
3.3 Report on Contracts Awarded for the January through March 2017 timeframe

Board of Governors PUBLIC MEETING

Wednesday, March 22, 2017

Frost Campus – Boardroom 252

Lindsay, ON

Draft Until Approved

MINUTES

Present: Mr. Paul Downs
Ms. Dana Empey
Ms. Holly Falconi
Ms. Lori Geens, Board Chair
Mr. George Gillespie
Ms. Heather Kerrigan
Mr. Joon Kim
Ms. Sue Kloosterman
Ms. Katherine Maclver
Mr. Dan Marinigh
Mr. Mike Perry
Dr. Tony Tilly

Regrets: Ms. Shelley Fife
Ms. Rosemarie Jung
Mr. Mike Leonard
Dr. Nancy Martin-Ronson
Ms. Patti Watson

Ms. Michele McFadden, Board Secretary

Senior Administration: Mr. Brian Baker, Vice-President Finance and Administration
Ms. Sonia Crook, Vice-President Planning, Human Resources and Student Services
Ms. Judith Limkilde, Vice-President Academic
Mr. Drew Van Parys, Executive Director Marketing and Advancement

Presenters:

- *Item 5:* Ms. Angie Sims, Director – Budget Services
- *Item 6.1:* Ms. Rachel Bourne, President – Frost Student Association and Ms. Maddy Williams, Vice-President FSA; Mr. Joel Willett, President – Student Administrative Council
- *Item 6.2:* Dr. Linda Skilton, Dean – School of Environmental and Natural Resource Sciences

Guests:

- Ms. Kristi Kerford, Associate Vice-President Student Services; Mr. Shaun McCracken, Manager Residence Life and Operations – Sutherland; Mr. Rob Marsh, Manager Residence Life – Frost

1. Call to Order

Confirming quorum, the Chair called the meeting to order at 4:25 p.m. and acknowledged holding the meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

Staff and guests were **welcomed**.

Conflict of Interest Declaration: Members were asked to declare conflicts of interest with items on the agenda; none were declared.

2. Additions/Deletions/Approval of Agenda

It was moved by Mr. Marinigh, seconded by Ms. Kloosterman and carried to approve the agenda.

3. CONSENT AGENDA

Governors were requested to identify those items to be removed from the Consent Agenda and placed on the regular Public meeting agenda.

Moved and Seconded by Mr. Perry and Mr. Downs

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the March 22, 2017 meeting and, by unanimous consent, approve

**3.1 the minutes of the January 25, 2017 Public Board meeting
and receive as information the**

3.2 Chair's Report

3.3 President's Report

3.4 College Activity Report

3.5 Financial Position at February 28, 2017

3.6 Investment Performance Portfolio Report

3.7 Financial Statements of the Student Governments.

Motion Carried
(Resolution BoG March22-2017 #1)

4. Business Arising from Previous Meetings

None identified.

5. Matters for Board Decision

5.1 Fees Schedules for 2017-2018: Each March, proposed fee schedules for the upcoming academic year are presented to the Board for approval. Vice-President Baker and Ms. Sims provided an overview of the three proposed schedules, developed in accordance with framework guidelines and Ministry directives.

- (a) Domestic Tuition Fees: As in past years, a blend of tuition increases, and in some cases decreases, are recommended to maximize revenue at the 3% cap overall. In addition to tuition fees, colleges may offset specific program costs by adding academic and supply fees to student tuition.

Moved and Seconded by Ms. MacIver and Mr. Gillespie

THAT the Board of Governors of Sir Sandford Fleming College approve the *Domestic Student Tuition Fees and Supply and Academic Student Fees for 2017-2018, as circulated.*

Carried
(Resolution BoG March22-2017 #2)

- (b) Student Levied Fees: Student governments levy their own association fees on the student body. Many of these fees are set under local agreements; however, Ministry policy requires College Board approval of fees levied by student.

Moved and Seconded by Ms. Empey and Mr. Marinigh

THAT the Board of Governors of Sir Sandford Fleming College approve the *Student Levied Fees for 2017-2018, as circulated.*

Carried
(Resolution BoG March22-2017 #3)

- (c) Compulsory Ancillary Fees: These fees are charged to support services and activities that are not supported by operating grants, capital grants and tuition fees; the majority of these fees have been kept to levels equivalent to cost of living increases using the Consumer Price Index as a guide to inflation. The proposed fee structure has the support of the two student governments.

Moved and Seconded by Mr. Marinigh and Mr. Downs

**THAT the Board of Governors of Sir Sandford Fleming College approve the
Compulsory Ancillary Fees for 2017-2018, as circulated.**

Carried

(Resolution BoG March22-2017 #4)

6. Matters for Board Discussion

6.1 Partnership Update #3: Student Leadership: The student representatives were introduced by the Associate Vice-President Student Services. Frost Student Association President Rachael Bourne and Sutherland Administrative Council President Joel Willett provided the Board with an overview of the tasks and priorities of their respective Executives as well as highlighting accomplishments of the past year.

6.2 Frost Campus Update: In her final report to the Board before commencing retirement at the end of the month, Dr. Skilton provided highlights of her decade as Campus Principal and Dean of the School of Environmental and Natural Resource Sciences.

6.3 Haliburton Campus Update: Dean Dupret provided a tour of the Haliburton Campus, via a YouTube video.

7. Other Business (information or update items and items removed from Consent Agenda)

7.1 "Community Connections": Members were afforded opportunity to note participation in a variety of events.

7.2 Good Governance Certificates of Completion: Congratulations to Governors Sue Kloosterman and Rosemary Jung who have qualified for certificates under the College Centre of Board Excellence program.

7.3 "On the Table": Invitations to the upcoming Open House and to the Innovation and Technology Showcase.

8. Report from the In-Camera Meeting: An In-camera meeting was held earlier in the day; the Board determined the process it would follow in awarding a time-constrained construction tender.

9. Adjournment of Meeting: Senior Administration and guests were thanked for attending the meeting. It was moved by Ms. Empey, seconded by Ms. MacIver and carried to adjourn the Public meeting at 5:26 p.m.

Governors were reminded that a **meeting evaluation** form would be available on the Surveys and Questionnaires page of the Board Portal until end of day Thursday.

The Board moved into a **private session**.

CHAIR'S REPORT

Public Board Meeting
April 26, 2017

Consent Agenda Item 3.2

Board Professional Development

The in-person *Governance and Board Orientation sessions*, hosted by Colleges Ontario and the College Centre for Board Excellence, will take place on Saturday, November 25, 2017 and the morning of Sunday, November 26. These sessions take place just prior to the 2017 Higher Education Summit which will be held in Toronto on November 26 and 27, 2017; programs for both the CCBE and HES will be circulated to Governors in the fall.

Recruitment

Applications are encouraged from interested and qualified individuals in our communities to fill three external positions for three-year terms commencing September 1, 2017; please visit the Board [web site](#) for more information.

Student Governor Election

Congratulations to *Trina Qaqqaq*, a first year Business Administration-Human Resources Management student, who will serve as the 2017-2018 student representative on the Board of Governors for a one-year term commencing September 1, 2017. Trina will take over from the current student representative, Joon Kim, when Joon's term ends on August 31.

Students from the Frost, Haliburton or Cobourg Campuses interested in a parallel term on the Board of Governors as the *student observer* are encouraged to contact the Board Office.

Opportunities for Governors

President's Advisory Council: The final meeting of the 2016-2017 Council year takes place on Thursday, May 18 in Room B3330 at the Sutherland Campus (Peterborough) beginning at 4:00 p.m. Please advise the Board Office if you are interested in attending the meeting as the Board's representative.

Convocation 2017

Governors are encouraged to attend celebrations that will take place at the Haliburton, Frost and Sutherland Campuses. A list of ceremonies is attached.

CONVOCATION 2017

HALIBURTON SCHOOL OF ART + DESIGN

Friday, May 26, 2017 – 2:00 p.m. Haliburton Campus

Artist Blacksmith

Ceramics

Digital Image Design

Drawing and Painting

Expressive Arts

Fibre Arts

Glassblowing

Integrated Design

Jewellery Essentials

Moving Image Design

Sustainable Building Design and Construction

Visual and Creative Arts

FROST CAMPUS

Friday, June 2, 2017 – 2:00 p.m. Lindsay Recreation Complex

School of Environmental and Natural Resource Sciences – All Programs

SUTHERLAND CAMPUS

All ceremonies will take place at the Peterborough Sport and Wellness Centre

775 Brealey Drive, Peterborough, Ontario

Tuesday, June 6, 2017

10:00 a.m. School of Trades and Technology

- Carpenter Apprentice
- Carpentry Technician
- Carpentry Techniques
- Computer Engineering Technician
- Computer Engineering Technology
- Computer Security and Investigations
- Electrical Engineering Technician
- Electrical Techniques
- Electrician Apprentice
- Heating, Refrigeration and Air Conditioning
- Instrumentation and Control Engineering Technician
- Mechanical Techniques – Plumbing
- Trade Fundamentals
- Welding and Fabrication Technician
- Welding Techniques
- Wireless Information Networking

2:00 p.m. School of Business

- Business Administration – All Specialties
- Business – All Specialties
- Human Resources Management Certificate
- International Trade
- International Business Management
- Project Management
- Sporting Goods Business
- Office Administration – All Specialties
- Tourism and Travel/Tourism and Global Travel
- Cook Apprentice
- Chef Training
- Culinary Management
- Hospitality
- Hospitality Administration - Hotel and Resort
- Hotel and Restaurant Management

Arts and Heritage, Haliburton School of Art + Design

- Cultural Heritage Conservation and Management
- Museum Management and Curatorship

School of General Arts and Science

- Community Integration Through Cooperative Education
- General Arts and Science Programs
- Preparatory Health Science

Wednesday, June 7, 2017

**10:00 a.m. School of Justice and
Community Development**

Justice Programs

- Community and Justice Services
- Customs Border Services
- Emergency Management
- Law Clerk
- Paralegal
- Police Foundations
- Pre-Service Firefighter Education and Training
- Protection, Security and Investigation

**2:00 p.m. School of Justice and
Community Development**

Community Development Programs

- Child and Youth Worker
- Developmental Services Worker
- Drug and Alcohol Counsellor
- Early Childhood Education
- Educational Support
- Social Service Worker

Thursday, June 8, 2017

10:00 a.m. School of Health and Wellness

- Massage Therapy
- Paramedic
- Personal Support Worker
- Practical Nursing

2:00 p.m. School of Health and Wellness

- Biotechnology - Advanced
- Esthetician
- Fitness and Health Promotion
- Health Information Management
- Occupational Therapist Assistant and
Physiotherapist Assistant
- Pharmacy Technician
- Recreation and Leisure Services
- Therapeutic Recreation

Period: January 1, 2017 - March 31, 2017

Procurement Contract Awards Between \$500,000 and \$999,999.

Award Date	Description	Vendor Name	Contract Amount (tax excluded)
13-Feb-17	Cisco - Unified Communicatons Suite & WebEx bundle: Enterprise Agreement. Purchased through OECM Collaborative Agreement. This is a 5 year agreement which bundles our Cisco Call Manager System with a WebEx solution we did not previously have.	Long View Systems Corporation	\$ 501,654.72
22-Feb-17	Cobourg Campus Lease Renewal - 4 yr term	Linmac	\$ 865,138.00

BOARD BRIEFING REPORT

SUBJECT: Fleming College 2017-2018 Business Plan

Submission to: Public Board Meeting

Meeting Date: April 26, 2017

Requested Action: Decision / Approval

Agenda Item 5.1

1. CONTEXT / PURPOSE

To present the draft 2017-2018 Fleming College Business Plan, for review and approval.

2. BACKGROUND

Every year with the budget, our College Business Plan is brought to the Board for approval. This is one of the requirements of the Ministry of Advanced Education and Skills Development. The main focus of our Business Plan is to identify objectives for the upcoming year that relate to our existing Strategic and Academic Plans as well as the Strategic Mandate Agreement (SMA). We are currently developing a new SMA and have made a conscious effort to connect both plans to the best of our ability.

Our objectives reflect critical operational work and integrate the themes of the MetaProject framework document. Once approved, we plan to track the plan every quarter to ensure that we implement our priorities effectively. In preparation for monitoring the plan, we have developed a Responsibility, Accountability, Consult and Inform chart (RACI) so that we are clear regarding responsibility and accountability of projects identified in the Business Plan.

The Business Plan is submitted to the Ministry of Advanced Education and Skills Development and publically available on the College web site. Each member of the Executive Leaders Team is responsible for carrying out the objectives set for their area of responsibility. We plan to monitor results on a quarterly basis and, as in previous years, provide an update in January 2018 and the annual report in May 2018.

Attachments:

- Draft Business Plan

3. ANALYSIS / PROPOSED OPTIONS

The Executive Leaders Team designed this year's plan to serve as a roadmap for the College ensuring that new ideas developed as part of our change initiative were captured within specific objectives and that the priorities of each area were reflected and integrated within the plan. This plan proactively addresses the challenges we face, strengthens differentiation, and seizes opportunities for the future.

There is both strategic and operational risk in not having a business plan that serves as a roadmap for the upcoming year because this would lead to inefficient use of resources, lack of competitive advantage and insufficient MetaProject initiatives. There is some risk that we might not be able to achieve all of our objectives, especially since some of them are stretch objectives and this is mitigated by ensuring that the plan contains fewer priorities, identifying the key priorities where we will place our effort, completing a RACI to determine project champions, and ensuring that we provide regular progress reports.

4. ASSESSMENT OF POTENTIAL RISK – required for all matters seeking Board decision/approval

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Lack of clear direction regarding priorities and a focus on wrong priorities if we do not have a business plan	Low	Medium
Poor performance in relation to objectives	Low	Medium
Negative impact on budget	Low	Medium

Additional risks may be identified here: N/A

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:

The College has developed a clear and actionable business plan that strongly connects to our strategic and academic plans and also to the new SMA so that it serves as a roadmap for priorities and objectives. This ensures that each area is aware of these objectives and is clear on the effort required to complete them successfully. Regular progress reports to the Executive Leaders Team will be provided so that we can put immediate plans in place to address any issues. Reporting to the Board will occur in January and May with the Annual Report.

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE

The Business Plan is the in-year implementation plan that ensures the longer-term goals of the Strategic Plan will be accomplished.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2017-2018 Business Plan.

AUTHORED BY: Sonia Crook, Vice President Human Resources & Student Services; Sherry Gosselin, Director Project Management

Fleming College Business Plan 2017-2018

Introduction

2017 marks the 50th anniversary of the college system in Ontario. Fleming College has grown remarkably from its humble origins with its first campus above a bus station in Peterborough, a small forestry school in Lindsay and a group of artists sharing their expertise at a summer school in Haliburton. Throughout its history, the college has thrived through innovation, creating teaching and learning opportunities that have attracted students from both our local region and much farther abroad.

Building on Fleming's strong and successful history which includes the legacy of our namesake, we continue to differentiate and innovate as we plan for a dynamic and exciting future. Continuing the momentum already generated with MetaProject initiatives, we will increasingly emphasize incremental and transformational change to provide solutions on financial challenges, while enhancing quality, student success and achievement of our strategic direction. MetaProject initiatives have a broad focus on programs, enrolment, students, services and systems, staffing and facilities.

We look to create and seize opportunities that will drive Fleming Forward.

Annual Business Plans are the means for implementing strategic goals. The *2015-18 Strategic Plan* has four strategic priorities:

- Deliver Outstanding Student Learning and Experiences
- Collaborate and Prosper with our Communities
- Excel as an Organization
- Enhance Financial Health and Sustainability

Project Management techniques are now in place to help us better monitor and track benefits (return on investment) of all objectives within the 17-18 Business Plan. Once an objective is

operationalized the benefit metrics are tracked for the following year. You will note many 18/19 targets in the Business Plan since the benefits can't start to be fully realized until that time. Where change is possible within the year, 17/18 targets are identified.

The plan that follows strives to put Fleming in a strong, competitive position by implementing strategies that will yield benefits related to of future markets and environments while addressing emerging challenges. We look to create and seize opportunities that will drive '*Fleming Forward*'.

Wherever applicable, SMART Objectives (Specific, Measurable, Actionable, Reasonable, Time-bound) are articulated this year in the Business Plan to produce identified *Outputs* (or deliverables). Objectives are tied to strategic **Benefit Metrics** which will measure the short- (or longer-) term *Outcomes*. In some cases, an objective's 'measurable' target and the 'benefit' are one and the same. Objectives that are innovative and contribute to differentiation, enhance student learning, contribute to community/regional economic success and drive the college to excel as an organization were the ones chosen to be included in this plan.

'Benefit metrics' help identify the purpose for spending resources in order to achieve the Objective (in other words, it is the return on that investment). It is expected that the Objective(s) will contribute to Fleming achieving the **Benefit Targets** that are projected for one, two or more years into the future. The Plan that follows proactively addresses the challenges we face, provides the ability to seize relevant opportunities and generates the changes in individuals and collective thinking required for innovation to flourish.

VISION

Fleming. More than skills.

CORE PROMISE TO STUDENTS

Learn – You will be empowered to develop both technical and life skills. You will be the architect of your own experience, choosing from an array of exceptional educational and extracurricular opportunities, within and beyond the classroom.

Belong – There is a special feeling to our campuses. Our faculty and staff members, along with your classmates, welcome, engage and support you as you live, learn and grow as part of our inclusive learning communities.

Become – You will be equipped with the tools you need to build a better future – for yourself and for those around you. You will have renewed confidence in your skills, values and capabilities. From here, you can go anywhere.

STRATEGIC MANDATE AGREEMENT – KEY AREAS OF DIFFERENTIATION

Like all Colleges and Universities in Ontario, Fleming is developing its second Strategic Mandate Agreement (SMA) with the Ministry of Advanced Education and Skills Development (MAESD). The 2017–20 SMA will declare Fleming’s differentiation plan. Annually reported metrics to MAESD will be instrumental in determining the allocation of a new **Differentiation Grant** to Ontario colleges and universities.

It is important, therefore, that the 17/18 Business Plan Objectives align with the new SMA to ensure we meet our agreement obligations and differentiation strategies.

Key Assumptions

1. Changes in the nature of work (partly through automation) and its availability (i.e. the trend away from full-time and ongoing employment) will drive a need for adjustments to programs, curriculum, services and graduate capabilities. Ultimately this links closely to our Vision Statement: *Fleming. More than skills.*
2. The province may introduce modest and positive funding adjustments for small and mid-sized colleges. However, financial sustainability will remain a major challenge and capital renewal will require college investment, partnership and a strong donor base along with government investment.
3. Ontario’s colleges have become reliant on international activities; that reliance will continue and grow in the year ahead.
4. The province’s commitment to a low-carbon economy will generate opportunities for colleges to provide leadership and to undertake systematic changes toward net-zero operation.
5. The province’s second cycle of Strategic Mandate Agreements will focus attention on ten to twelve areas of college operations and potential differentiation. A college must choose to emphasize a limited number of these as primary strengths and differentiators. Fleming College needs to consider specific emphasis on our student experience, applied research, program specializations and commitment to a sustainable future
6. Competition with private sector career colleges and other educational and training providers will intensify. Ontario’s colleges cannot expect to have a monopoly on publicly-recognized career education.
7. Business Plan objectives specify needed improvements both to overcome weaknesses and to develop strengths to a higher level.
8. Outcomes from 2017/2018 objectives may be realized with this academic year or by 2018/2019.
9. Fleming College will need to effectively manage complement in the year ahead. A key is to ensure strength in faculty expertise and capacity to develop programs and curriculum that are responsive to our changing external environment. Effective managements includes having the right skills and resources to build on our strengths.
10. Employee engagement is critically important for organizational development, our change initiative and for success in achievement of our Vision and organizational goals.

Overview of Business Plan Priorities 2017-2018

The in-year business plan is the vehicle that the College uses in any given year to successfully implement our Strategic & Academic Plans and our Strategic Mandate Agreement. That said, we have aligned our Business Plan priorities to the critical areas highlighted in the Strategic Mandate Agreement 2017 to 2020. Through our Business Plan the College will address the following priorities:

1. Improve and further customize the student experience by identifying initiatives that further personalize the student journey, streamline our processes and effectively redesign our structures so that we can enhance student success.
2. Continue to develop differentiated relevant programs for a range of student groups while enhancing flexible learning, developing faculty and staff and piloting new educational technology methods to ensure excellence in teaching and learning.
3. Grow applied research through the rebranding of the Center for Alternative Wastewater Treatment and by launching the Centre for Sustainable Municipalities as well as increasing relevant offering in contract training and continuing education.
4. Enhance the indigenous and international student experience as well as create supports for marginalized groups. In addition implement a mental health strategy that better meets the needs of students.
5. Develop and engage staff so that they have the supports and capabilities to implement these objectives successfully and to drive our change initiative further.
6. Further connect and involve the communities in our region and beyond.



= MetaProject Objectives have been specifically identified in this document. However, many more Meta ideas and innovations are reflected in most of these objectives because of the MetaProject ideation sessions and meetings that occurred this past year.


Key Business Plan Objectives by Strategic Goal

1. Deliver Outstanding Student Learning and Experiences

2015-18 Strategic Goals			2017-18 OBJECTIVES
Goal 1.1: Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment.			
Benefit Metric	15-16 Actual	19-20 Target	1.1.1. Develop cross-disciplinary simulation scenarios to take advantage of the redesign of labs in 20 programs related to SIF renovated space. <ul style="list-style-type: none"> Academic groups to develop framework for the curriculum changes
Student Satisfaction with hands-on learning KPI #20 ¹	79%	82%	
Benefit Metric	15-16 Actual	18-19 Target	1.1.2. Launch ‘Carbon Reduction’ training opportunities and create related post-secondary programs. <ul style="list-style-type: none"> 2 contract training modules to be developed
Overall Enrollment	12845	12952	
Contract Training Net Revenue	-\$ 60K	\$175K	
Benefit Metric		17-18 Target	1.1.3. Develop and implement the first year of a multi-year ‘Open Educational Resources’ (OER) plan to assist with training, teaching and learning
Complete OER handbook		100%	
Goal 1.2: Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology.			
Benefit Metric	17-18 Baseline Target	18-19 Target	1.2.1. Create an innovative pilot in <i>Educational Technology Methods</i> for the classrooms of 20 courses (e.g. BYOD - “Bring Your Own Device”, and mobile device teaching).
Student Satisfaction with Ed. Technology Methods used in courses - New KPI #83 ²	60%	65%	
Benefit Metric	17-18 Baseline Target	18-19 Accumulated Target	1.2.2. Offer 2 workshops for faculty with new teaching methods developed from the 16/17 <i>Pilot Math Labs</i> project.
Participation Rate in Workshops by FT Faculty	30%	65%	

¹ KPI #20: Quality of the learning experiences related to the practical skills or hands-on aspects of your program?

² New KPI #83: Overall, how satisfied are you with the educational technology methods used in your courses?

2015-18 Strategic Goals			2017-18 OBJECTIVES	
Goal 1.3: Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation.				
Benefit Metric	15-16 Actual	18-19 Target	1.3.1 Customize, integrate and streamline the <i>Student Experience</i> by analyzing the student journey from prospect to alumni. Create at least 3 initiatives to be implemented in 18-19 to enhance differentiation (aligned with <i>IP for Services Objective 3.2.1. & 3.2.2.</i>).	
Increase Retention	83%	84%		
Benefit Metric	15-16 Actual	18-19 Target	1.3.2. Create a <i>Career Development Road Map</i> to guide students on how to develop transferable skills that lead to enhanced employability. <ul style="list-style-type: none"> Identify the specific skills Fleming graduates will be known for as employees and create career-related materials for students. 	
Employer Satisfaction Rate	94%	95%		
Student Satisfaction with Career Advising KPI# 38 ³	59%	65%		
Goal 1.4: Continue common and core program development with differentiation as a key principle, and expand our leadership role in specialized program areas; Environmental and Natural Resource Sciences, Trades and Technology, Arts and Heritage, and healthcare and Community Services.				
Benefit Metric	15-16 Actual	19-20 Target	1.4.1 Develop 2 new Post-Secondary programs, for launch in 18/19, in the areas Trades and Technology and Environmental and Natural Resource Sciences, incorporating 'differentiation' as a key principle.	
Student Satisfaction with program offerings – New KPI #84 ⁴		60%		
Overall Enrollment	12750	12952		
Goal 1.5: Focus unrelentingly on quality by implementing effective, evidence-based program review and accreditation processes to ensure outstanding student learning.				
Benefit Metric	15-16 Actual	17-18 Target	1.5.1 Implement program changes identified through the Integrated Program Planning (IPP) processes as well as from Program Advisory Committees to ensure overall vitality and viability of our programming and program mix.	
Overall IPP Average Score	50%	55%		
CQAAP Standards		Meet		
			1.5.2. Successfully complete our 2018 Ontario College Quality Assurance Service audit by meeting, CQAAP established standards and requirements.	

³ KPI #38: Career advising and job search assistance, 2017 PUBLIC BOARD MEETING - Page 17 of 57

⁴ New KPI #84: Overall, how satisfied are you with the programs offered at Fleming College?

2015-18 Strategic Goals			2017-18 OBJECTIVES
Goal 1.6: Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.			
Benefit Metric	17-18 Target	18-19 Target	1.6.1. Implement a communications strategy to provide current students and applicants with their internal and external pathway options and transfer credit eligibility. Create a Student Mobility Map, Pathways materials for students and applicants and develop an early awareness strategy for transfer credit eligibility.
Student Satisfaction with pathways to other educational opportunities – New KPI# 85 ⁵	62%	65%	
Goal 1.7: Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners and clients			
Benefit Metric	16-17 Actual	17-18 Target	1.7.1. Rebrand CAWT with attention to enhance learning and student engagement, as well as expanding service offerings such as: - Technology verification and certification services - Research & engineering services
CAWT Fee for Services Revenues	\$270K	\$465K	
CAWT Gross Revenues	\$1.8M	\$2.5M	
Benefit Metric		17-18 Target	1.7.2. Launch the <i>Centre for Sustainable Municipalities</i> offering consulting, training, and other revenue generating services.
NSERC Grant (SENRS & T&T)		\$50K	
OCE CARDF College Program for Centre for Sustainable Municipalities		\$1M	
Other sources of revenue for CSM		\$100K	

2. Collaborate and Prosper with our Communities

2015-18 Strategic Goals			2017-18 OBJECTIVES
Goal 2.1: Design Fleming programs to include learning opportunities in the workplace and in our communities, while in turn providing our communities with access to college resources and skills.			
Benefit Metric	15-16 Actual	17-18 Target	2.1.1. Achieve the Cobourg Campus enrolment plan: <ul style="list-style-type: none"> • launch the Personal Support Worker program • 2 new contract training events • 4 new continuing education course offerings
Cobourg total Enrolment		1200	
Contract Training Net Revenue	-\$ 60K	\$125K	
			2.1.2. Establish a new role of <i>Dean, Flexible Delivery and Contract Training</i> to lead efforts across all campuses of the College. This position will be responsible for forging new and strengthening existing relationships with industry and employers in the region and across the province and for creating offerings that appeal to non-traditional students.



⁵ KPI #85: Overall, how satisfied are you with the pathways to educational opportunities within Fleming and with other institutions?

2015-18 Strategic Goals				2017-18 OBJECTIVES	
Goal 2.2: Strengthen our partnerships with our local communities and our extensive program-related communities of interest through collaborative projects and new communications and outreach strategies.					
Benefit Metric		15-16 Actual	17-18 Target	2.2.1. Build a strong connection with industry leaders and employers in the community. To assist in:	
Contract Training Net Revenue		-\$ 60K	\$125K	<ul style="list-style-type: none"> Identifying core and soft skills required by Fleming graduates Identifying Contract Training needs of the community Identifying collaborative funding opportunities (e.g. Advancement, gov't funding) Contributing to innovative ideas related to new programs and the student experience Establishing Work Integrated Learning Experiences 	
# enrolled in WIL Programs		4043	4050		
Goal 2.3: Encourage, facilitate and recognize student and staff contributions toward community betterment.					
Benefit Metric		17-18 Target		2.3.1. Implement 50 th Anniversary celebrations, promotions and events in each of our communities, engaging students, current and retired employees, partners, employers and our communities.	
50 th Anniversary Participants		1000		<ul style="list-style-type: none"> Publish and launch in Fall 2017 the 2nd <i>Annual Report to the Community</i>. Engage the Peterborough community through the launch of the new Sutherland Campus trail network. 	
2 nd Annual Report to Community		1000 views			
Goal 2.4: Develop and implement a comprehensive internationalization plan to: improve access and success for international learners, enhance international aspects of curriculum, grow international partnerships and provide expanded international study and work opportunities for students and faculty.					
Benefit Metric	15-16 Actual	16-17 Target	17-18 Target	2.4.1 Continue to implement the long-term <i>Internationalization Plan</i> -with focus areas for 2017-18 including, but not limited to:	
International Students Enrolment	1,174	1,649 (Actual)	1,727	<ul style="list-style-type: none"> Further increasing opportunities for international students to develop their English skills beyond the ELB program using a multi-pronged approach that includes the introduction of a pilot program and support initiatives. Encouraging and creating opportunity, with 3 new activities, for involvement of students, faculty and staff in intercultural activities that contribute to further development of intercultural competencies Enhancing the profile and support of international activities within our internal and external communities. 	
International Student Satisfaction with services KPI #31 ⁶	63%	65%	70%		





⁶ KIP #31: International Office and other international student services?

2015-18 Strategic Goals				2017-18 OBJECTIVES
Goal 2.5: Work with both local and distant Indigenous communities to expand and improve programs and services, access, participation, and success rates for indigenous learners.				
Benefit Metric	15-16 Actual	16-17 Target	17-18 Target	2.5.1 Attract and engage Indigenous students through continued implementation of the <i>Indigenous Educational Protocol</i> and also evaluate new and emerging supports required. <ul style="list-style-type: none"> Enhance curriculum support, and outreach with the addition of an <i>Indigenous Outreach & Engagement Liaison</i> (see 3.2.1.) Develop 1 new program that specifically attracts Indigenous students for Launch in 18/19.
# of self-identified Indigenous Students	184	190	195	
Indigenous Student Satisfaction Rate	Establish Baseline (new SMA Metric)			
2.5.2 Continue to implement and expand the <i>Indigenous Perspective Designation (IPD)</i> initiative. <ul style="list-style-type: none"> Increase the number of <i>IPD</i> programs by 5 programs Embed <i>IPD</i> outcomes into the design framework of 10 existing non-IPD courses 				

3. Excel as an Organization

2015-18 Strategic Goals		2017-18 OBJECTIVES
Goal 3.1: Promote a creative integrated culture focused on continuous improvement in which employees are engaged, accountable and encouraged to take responsible risks while being led by leaders who are collaborative and effective communicators.		
Benefit Metric	17-18 Target	3.1.1. Improve employee engagement by implementing relevant initiatives related to the Engagement Action Plan and ensure staff have the necessary development to enhance capabilities and effectively manage change.
Emp. Engagement Pulse Survey - Satisfaction Rate	Establish baseline	
Employee Engagement Participation Rate in Development initiatives	Establish baseline	

2015-18 Strategic Goals		2017-18 OBJECTIVES	
Benefit Metric	18-19 Target	3.1.2. Implement a Mental Health strategy that balances proactive and just-in-time tools and resources for both students and employees. These strategies include implementation of websites, training, development and redesign of counselling/AES services.	
Employee Satisfaction Rate with Mental Health Resources – Survey	Establish baseline		
Student Satisfaction Rate with Mental Health Activities & Website – Survey	Establish baseline		
Mental Health Workplace Certificate – Leaders Complete Rate	Establish baseline		
Personal Resilience Pilot program Stud. Sat. - Survey	Establish baseline		
Benefit Metric	15-16 Actual	18-19 Target	
Student Satisfaction with Counselling Services KPI# 28 ⁷	66%	68%	
Compliance with Ministry directive on <i>Net Tuition Billing and Financial Aid Reform</i> .		3.1.3 Implement <i>Net Tuition Billing and Financial Aid Reform</i> in compliance with government directives through effective identification and implementation of necessary business process and system changes impacting admission, records, financial aid, fee collection, and reporting.	
Goal 3.2: Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences.			
Benefit Metric	15-16 Actual	18-19 Target	3.2.1. Implement selected <i>Phase 1</i> projects of <i>Integrated Planning for Services</i> : <ul style="list-style-type: none"> • Indigenous Outreach & Engagement Liaison (See 2.5.1.) – Implement Pilot • Non-Direct Applicant Consultant – Pilot to be implemented at the Sutherland Campus in Fall 2017. Target - 75 contacts managed from first contact through to enrolment. • One-Card Project – Scope project (through Business Case Development) • Student Hub / Single Service Desk - – Scope project (through Business Case Development) 
Student Satisfaction with Services - KPI #39 ⁸	66%	68%	
		3.2.2 Launch <i>Phase II</i> of <i>Integrated Planning for Services</i> resulting in project recommendations that take into consideration all aspects of service redesign for HR, IT, and Finance including but not limited to enhancements, sharing of resources, maintaining or pulling back on aspects of service. 	

⁷ KIP #28: Personal counselling services? THE APRIL 26, 2017 PUBLIC BOARD MEETING - Page 21 of 57

⁸ KPI #39: The OVERALL quality of the services in the college?

2015-18 Strategic Goals	2017-18 OBJECTIVES
-------------------------	--------------------

Goal 3.3: Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.

<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #D3D3D3;">Benefit Metric</th> <th style="background-color: #D3D3D3;">15-16 Actual</th> <th style="background-color: #D3D3D3;">18-19 Target</th> </tr> </thead> <tbody> <tr> <td>Student Satisfaction with Lab/Shop KPI #42⁹</td> <td style="text-align: center;">76%</td> <td style="text-align: center;">80%</td> </tr> <tr> <td>Student Satisfaction with Study Space KPI #43¹⁰</td> <td style="text-align: center;">66%</td> <td style="text-align: center;">70%</td> </tr> <tr> <td>Student Satisfaction with Social Spaces KPI #44¹¹</td> <td style="text-align: center;">65%</td> <td style="text-align: center;">70%</td> </tr> <tr> <td>Student Satisfaction with campus & buildings KPI #48¹²</td> <td style="text-align: center;">79%</td> <td style="text-align: center;">82%</td> </tr> </tbody> </table>	Benefit Metric	15-16 Actual	18-19 Target	Student Satisfaction with Lab/Shop KPI #42 ⁹	76%	80%	Student Satisfaction with Study Space KPI #43 ¹⁰	66%	70%	Student Satisfaction with Social Spaces KPI #44 ¹¹	65%	70%	Student Satisfaction with campus & buildings KPI #48 ¹²	79%	82%	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #D3D3D3;">Benefit Metric</th> <th style="background-color: #D3D3D3;">15-16 Actual</th> <th style="background-color: #D3D3D3;">18-19 Target</th> </tr> </thead> <tbody> <tr> <td>Student Satisfaction with Internet Connectivity KPI # 41¹³</td> <td style="text-align: center;">70%</td> <td style="text-align: center;">72%</td> </tr> </tbody> </table>	Benefit Metric	15-16 Actual	18-19 Target	Student Satisfaction with Internet Connectivity KPI # 41 ¹³	70%	72%	<p>3.3.1. Continue to implement the SIF construction and renovation plans on time (target completion date April 30, 2018). MP</p> <p>3.3.2. Execute three key priorities in the multi-year <i>IT Strategic Plan</i> that supports the College’s strategic goals and objectives:</p> <ul style="list-style-type: none"> Complete the Enterprise-grade WIFI network expansion across the College. Pilot the expansion of flexible student software image delivery beyond the GIS program. Deploy at all campuses and support user adoption of the College’s new video conferencing and unified communications technologies
Benefit Metric	15-16 Actual	18-19 Target																					
Student Satisfaction with Lab/Shop KPI #42 ⁹	76%	80%																					
Student Satisfaction with Study Space KPI #43 ¹⁰	66%	70%																					
Student Satisfaction with Social Spaces KPI #44 ¹¹	65%	70%																					
Student Satisfaction with campus & buildings KPI #48 ¹²	79%	82%																					
Benefit Metric	15-16 Actual	18-19 Target																					
Student Satisfaction with Internet Connectivity KPI # 41 ¹³	70%	72%																					

Goal 3.4: Meet and Exceed a "Silver" rating in STARS sustainability measures, while continuing to plan and implement key improvement to the physical environments at all campuses, including a new Frost Campus Master Plan

<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #D3D3D3;">Benefit Metric</th> <th style="background-color: #D3D3D3;">17-18 Target</th> </tr> </thead> <tbody> <tr> <td>Reduce GHG (from 1990) by 2018</td> <td style="text-align: center;">10%</td> </tr> <tr> <td>Reduce GHG (from 1990) by 2020</td> <td style="text-align: center;">15%</td> </tr> </tbody> </table>	Benefit Metric	17-18 Target	Reduce GHG (from 1990) by 2018	10%	Reduce GHG (from 1990) by 2020	15%	<p>3.4.1. Complete the final year of the Five Year Sustainability Plan and achieve targets in the plan with a particular focus on reduction of campus carbon footprint which moves us toward achieving a provincial “Net Zero” target of a 15% reduction by 2020.</p> <p>Fleming awarded “Silver” rating in STARS sustainability measures.</p>
Benefit Metric	17-18 Target						
Reduce GHG (from 1990) by 2018	10%						
Reduce GHG (from 1990) by 2020	15%						

⁹ KPI #42: Lab/shop facilities?

¹⁰ KPI #43: Individual/group study space?


¹¹ KPI #44: Social spaces (e.g., Lounge areas)?

¹² KPI #48: General condition of buildings and campus grounds? PUBLIC BOARD MEETING - Page 22 of 57

¹³ KPI #41: Internet connectivity?

2015-18 Strategic Goals			2017-18 OBJECTIVES
Goal: 3.5: Bring Core Promise to life by focusing on the way we deliver our student experience to enhance the skills, attitudes and values that lead to success in work and life.			
Benefit Metric	15-16 Target	18-19 Target	3.5.1. Increase flexible delivery through the utilization of <i>Video Conferencing</i> technology to provide opportunities for student who might otherwise not have access to post-secondary education because they are remotely located and/or reside in smaller communities. 3.5.2. Increase vocational skills and soft skills, along with an in-depth understanding of professional roles through the combined initiatives of experiential learning with cross-disciplinary teaching. These learning experiences can also be delivered through <i>Video Conferencing</i> flexible delivery.
# of First Generation Students	1695	1725	
Student Satisfaction with hands-on learning KPI #20 ¹⁴	79%	82%	

4. Enhance Financial Health and Sustainability

2015-18 Strategic Goals			2017-18 OBJECTIVES
Goal 4.1: Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.			
Benefit Metric	17-18 Target	Multi-Year Frost	4.1.1. Carry out SIF fundraising campaigns for the Sutherland and Frost Campus renewal projects. <ul style="list-style-type: none"> The Frost Campus campaign will be a multi-year campaign. Fundraising targets will be achieved through enhanced donor research, acquisition and relationship management strategies.
Sutherland - SIF Capital Funding	\$900K		
Frost – SIF Capital Funding	\$350K	\$1.5M	
Benefit Metric	17/18 Target	18/19 Target	4.1.2 Implement year one of the <i>Conferences Services</i> Business Plan with a focus on utilizing the College’s physical and operational assets to attract revenue generation through space rental and food sales. 
Conference Services Net Profit	\$0	\$65K	
Benefit Metric		17-18 Target	4.1.3 Finalize and Implement the College’s Enterprise Risk Management (ERM) framework. Key Milestones: <ul style="list-style-type: none"> Board Approval of a College ERM Policy Completion of a Board Risk Appetite statement Finalize College Operating Procedures, templates and reporting tools Training and implementation of the framework to at least 50% of College leaders/departments in year Completion of first draft Risk Register and Board Report?
Risk Appetite Statement			
Benefit Metric	15/16 Actual	16-17 Target	4.1.4 Proactively monitor and manage College operations in 2017-18 to generate a minimum financial contribution to reserves (surplus) of \$1M after committing a minimum of \$0.5M in operating investments in the year.
Contribution to Reserves	\$2.7M	\$3M	

¹⁴ KPI #20: Quality of the learning experiences related to the practical skills or hands-on aspects of your program?

2015-18 Strategic Goals				2017-18 OBJECTIVES	
<p>Goal 4.2 Grow overall enrolment and new revenue streams through effective program portfolio management, the launch of new contract training programs for both domestic and international markets and through enhancements to our enrolment and retention processes.</p>					
Enrolment Metrics	15/16 Actual	16/17 Actual	17/18 Target	<p>4.2.1. Develop and begin to implement a multi-year <i>Strategic Enrolment Management (SEM) Plan</i> utilizing <i>Integrated Planning for Programs and New Program Development</i>.</p> <p>4.2.2 Achieve the targets identified in the 17/18 Enrolment Plan.</p>	
Domestic ¹⁵ Enrolment	11,671	11,267	11,240		
International Enrolment	1,174	1,649	1,727		
# of Indigenous Students	184	190	195		
Registration of Con. Ed. Students	3,148	3,148	3,500		
Contract Training Net Revenue	-\$61k	\$360k	\$150k		
<p>Goal 4.3: Complete a college-wide, multi-year MetaProject that will focus on growth, revenue, expenditure reduction and redesign to enhance quality and competitiveness while improving financial sustainability.</p>					
Benefit Metric	17-18 Target	18-19 Target	<p>4.3.1. Continue to drive the change initiative, MetaProject, forward through evaluating ideas, creating and tracking transformational projects, using LEAN effectively and developing metrics to monitor project benefits. A <i>Fleming Change Fund</i> will be utilized to invest in selected change initiatives.</p>		
Achievement of Benefit Metrics Tracked	75%	80%			



¹⁵ Domestic includes: Direct, Non-Direct and Indigenous

Appendix A

Benefits Realization Management Plan


Benefit Metrics	15-16 Actuals	16-17 Target	17-18 Target	18-19 Target	19-20 Target	20-21 Target	Strategic Objectives
Student Satisfaction with hands-on learning - KPI #20	79%				82%		1.1.1. & 3.5.1.
Overall Enrollment	12845	12947	12952	12952	12952		1.1.2. & 1.4.1 & 4.2.1. & 4.2.2.
Contract Training Net Revenue	-\$60K	\$360K	\$125K	\$175K			1.1.2 & 2.1.1. & 2.1.2. & 2.2.1. & 4.2.1. & 4.2.2.
Student Satisfaction with Educational Resources – KPI #23	51%			52%			1.1.3.
Student Satisfaction with Educational Technology methods used in courses – New KPI #83			60%	65%			1.2.1.
Participation Rate in Workshops by FT Faculty			30%	65%			1.2.2.
Increase Retention	83%			84%			1.3.1.
Employer Satisfaction Rate	94%		95%	95%			1.3.2.
Student Satisfaction with Career Advising – KPI #38	59%			65%			1.3.2.
Student Satisfaction with Program Offerings – New KPI #84					60%		1.4.1.
Overall IPP Average Score	50%	52%	55%	57%			1.5.1
CQAAP Standards			Meet				1.5.2
Student Satisfaction with pathways to other educational opportunities – New KPI# 85			62%	65%			1.6.1.
CAWT Fee for Service Revenue	\$270k	\$465K	\$500K				1.7.1.
CAWT Gross Revenue	\$1.8M	\$2.5M	\$3.4 M				1.7.1.
NSERC Grant (SENRS & TT)			\$50K				1.7.2.
OCE CARDF College Program for CSM			\$1M				1.7.2.
Other sources of revenue for CSM			\$100K				1.7.2.
Cobourg total Enrolment			1200				2.1.1.
# of students enrolled in WIL programs	4043		4050				2.2.1.
50 th Ann. Participants			1000				2.3.1.
2 nd Annual Report to Community (views)			1000				2.3.1.
International Students Enrolment	1,174	1,649	1,727				2.4.1. & 4.2.1. & 4.2.2.
International Student Satisfaction Rate – KPI #31	63%	65%	70%				2.4.1.
# of self-identified Indigenous Students	184	190	195				2.5.1. & 2.5.2. & 4.2.1. & 4.2.2.
Indigenous Student Satisfaction Rate (Establish new SMA Metric)							2.5.1. & 2.5.2.
Emp. Engagement Pulse Survey – Satisfaction Rate			Establish Baseline				3.1.1.
Employee Engagement Participation Rate in Development initiatives			Establish Baseline				3.1.1.
Employee Satisfaction Rate with Mental Health Resources - Survey			Establish Baseline				3.1.1.
Student Satisfaction Rate with Mental Health Activities & Website - Survey			Establish Baseline				3.1.1.
Mental Health Workplace Certificate – Leaders completion rate			Establish Baseline				3.1.1.

Benefit Metrics	15-16 Actuals	16-17 Target	17-18 Target	18-19 Target	19-20 Target	20-21 Target	Strategic Objectives
<i>Personal Resilience</i> Pilot – stud. Sat - survey			Establish Baseline				3.1.1.
Student Satisfaction with Counselling Services KPI #28	66%			68%			3.1.2.
Compliance with Ministry directive on <i>Net Tuition Billing and Financial Aid Reform</i>			✓				3.1.3.
Student Satisfaction with Services - KPI #39	66%			68%			3.2.1. & 3.2.2.
Student Satisfaction with Lab/Shop KPI #42	76%			80%			3.3.1.
Student Satisfaction with Study Space KPI #43	66%			70%			3.3.1.
Student Satisfaction with Social Spaces KPI #44	65%			70%			3.3.1.
Student Satisfaction with campus & buildings KPI #48	79%			82%			3.3.1.
Student Satisfaction with Internet Connectivity KPI # 41	70%			72%			3.3.2.
Reduce GHG (from 1990)				10%		15%	3.4.1.
# of First Generation Students	1695		1725				3.5.1
Sutherland – SIF Capital Funding			\$900K				4.1.1.
Frost – SIF Capital Funding			\$350K	\$1.5M			4.1.1.
Conference Services Net Profit			\$0	\$65K			4.1.2.
Risk Appetite Statement			✓				4.1.3.
Contribution to Reserves	\$2.7M	\$3M					4.1.4.
Domestic Enrolment	11,671	11,267	11,240				4.2.1. & 4.2.2.
Registration of Con. Ed. Students	3,148	3,148	3,500				4.2.1. & 4.2.2.
Achievement of Benefits Metrics Tracked			75%	80%			4.3.1.

Appendix B

Parking Lot for: 18/19 & 19/20 Business Plan Objectives - Considerations

2015-18 Strategic Goals	2017-18 OBJECTIVES	
Goal 1.1: Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment.		
	1.1.1. Implement cross-disciplinary simulation scenarios to take advantage of the redesign of labs in 20 programs related to SIF renovated space. <ul style="list-style-type: none"> • 18-19 curriculum groups will finalize the changes for fall 2018 implementation • 19-20 survey students to get their reaction to the revised cross-disciplinary labs and how it affected their learning 	
	1.1.2. Launch 'Carbon Reduction' training opportunities and create related post-secondary programs. <ul style="list-style-type: none"> • 18-19 First year of a program developed and 2 additional training modules developed • 19-20 Second year of program developed and 2 additional training modules developed 	
	1.1.3. Continue to increase college use of 'Open Educational Resources' (OER) to assist with training, teaching and learning. <ul style="list-style-type: none"> • 18-19 1 faculty develops a text or uses an OER in a program • 19-20 2 programs adopt OER for student use 	
Goal 1.3: Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation.		
	1.3.1. Implementation in 18-19 of 3 initiatives designed to customize, integrate and streamline the <i>Student Experience</i> having analyzed the student journey from prospect to alumni. (aligned with <i>IP for Services Objective 3.2.1. & 3.2.2.</i>)	
Goal 2.1: Design Fleming programs to include learning opportunities in the workplace and in our communities, while in turn providing our communities with access to college resources and skills.		
	2.1.1. Continue implementing the Cobourg Campus enrolment plan featuring <ul style="list-style-type: none"> • 18-19 2 new contract training events and 4 new Continuing Education course offerings • 19-20 2 new contract training events and 4 new Continuing Education course offerings 	
	2.5.1. Attract and engage Indigenous students through continued implementation of the <i>Indigenous Educational</i>	

2015-18 Strategic Goals	2017-18 OBJECTIVES	
	<p><i>Protocol</i> and also evaluate new and emerging supports required.</p> <ul style="list-style-type: none"> • Enhance curriculum support, and outreach with the addition of an <i>Indigenous Outreach & Engagement Liaison</i> (see 3.2.1.) • Develop 1 new program that specifically attracts Indigenous students for Launch in 19/20 	
<p>Goal 3.2: Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences</p>		
	<p>Develop college-wide Data Warehouse and Business Intelligence system.</p>	
	<p>Launch <i>Phase III of Integrated Planning for Services</i> resulting in project recommendations of service redesign, enhancement, reduction or elimination for Facilities.</p>	
<p>Goal 4.1: Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.</p>		
	<p>Haliburton Residence – Business Case Development in 17/18 for consideration as an 18/19 Business Plan Objective.</p>	

BOARD BRIEFING REPORT

SUBJECT: Fleming College 2017-2018 Financial Plan

Submission to: Public Board Meeting

Meeting Date: April 26, 2017

Requested Action: Decision / Approval

Agenda Item 5.2

1. CONTEXT / PURPOSE

To present the draft Fleming College 2017-2018 Financial Plan (Preliminary College Budget), for review and approval.

2. BACKGROUND *(pertinent to item; a chronology of events including previous discussions/decisions by the Board)*

The Ministry of Advanced Education and Skills Development (MAESD) requires all Ontario colleges to prepare an annual budget to be submitted no later than June 30 of each year.

- Ministry Policy Framework: *Governance and Accountability Framework Minister's Binding Policy Directive*
- Ministry Policy Framework: *Business Plan Operating Procedure*

Attachments:

- Draft Fleming College 2017-2018 Financial Plan
- 2017-2018 Capital Investment Plan > \$50,000 Report
- Financial Health and Sustainability Metrics

3. ANALYSIS / PROPOSED OPTIONS

The Draft Financial Plan for 2017-2018 (Preliminary Budget) provides for a \$1 million surplus to contribute to reserves. The budget projects an increase in revenues from 2016-2017 Budget Update of \$3.6 million (3.3%) and an increase in operating expenditure of \$3.9 million (3.6%). Pertinent analysis and background details supporting the budget follow.

REVENUE

Significant components that make up the College Revenue include grants, student fees and other income:

- Grants are relatively stable year over year with changes based on past enrolments or negotiated amounts. Details of grants are itemized starting on page 6 of the Draft Financial Plan with the College's apprentice programs being the only notable change from 2016-2017 operating grants.
- Student fees (tuition fees) are based on current enrolment projections thus contain a higher degree of risk than grants. As in past practice, the operating expenditure budgets are built by allocating projected revenues. To mitigate enrolment forecast risk, 40% of potential revenue from the projected first year intake in the international market are held back from this allocation. Administration proposes to continue the strategy to keep \$1 million of these funds as contingency to offset any significant unplanned financial event, or ideally to leave as year-end surplus to invest in College reserves to improve our financial position and fund future capital investments.
- Details of other income, as found on page 7 of the Draft Financial Plan, show a variety of revenue sources. Other revenues such as bookstore and food services are projected on past trending tied to enrolment projections and inflation factors. Non-operating revenues are projected based on known funding agreements and pose very little risk. This includes residence and parking fees, both with good history of occupancy/sales and established fee structures.

OPERATING EXPENDITURES

Department managers were asked to build operating expenditure budgets with allocation levels set to the 2016-2017 preliminary budget allocations with opportunity to seek additional funding by articulating any risk or hardship occurring at these funding levels.

Salary for both faculty and support staff are subject to collective agreements where faculty are entering a bargaining year. An assumption of a 1.5% increase has been factored into the current plan for Faculty as well as Administrative staff. An additional placeholder has also been incorporated for executive compensation increases that are pending. Following the assessment of required full time staff costs, the balance of departmental allocation available was scrutinized by budget managers to distribute to part time salary and non-salary expenditures. Cost reductions have been incorporated in areas such as legal, travel, plant renovation costs and part time staffing costs where they could reduce activity to manage the reductions, while still providing acceptable service levels. Additional costs were added to instructional support costs (including increases in software maintenance agreements), utilities and some contract services. Additional costs were also added to support new full time faculty hires.

ONE-TIME INVESTMENTS, CAPITAL ASSETS AND NET ASSETS

As part of the planned \$112.0 M in operating expenditures, the College is proposing to spend \$2.9 M in operating expense investments, including \$0.5 M funded directly from residence and parking revenues, \$1.7 M offset by government grants and \$0.8 M from College operating surplus. Acquisition of Capital Assets is planned at \$18 M, including \$9.2 M offset by grants.

Further details are included in the 2017-2018 College Investment Plan >\$50,000 Report.

The Ministry's Financial Health and Sustainably Metrics are projected to be met with the exception of the Net Income to Revenue ratio due to the College operating investment strategy. Excluding the operating investment of \$0.8 M the ratio would have been met at 1.6%.

4. ASSESSMENT OF POTENTIAL RISK – required for all matters requiring Board decision/approval

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Shortfall in Student Enrolments, particularly International	Medium	High
Faculty collective agreement – Work Stoppage	High	Medium

Additional risks may be identified here: N/A

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk:

Enrolment and enrolment planning is a key driver to forecasting budgets and thus are reviewed on a frequent basis. Actions include early identification of changes to enrolment forecasts by monitoring applications, fees paid and conversion statistics. Formally, budgets are assessed against enrolment 4 times a year.

With the faculty collective agreement up for renewal, assumptions are required in order to project salary costs. 1.5% was used as the estimated wage increase which is higher than the past agreement.

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE

A sound annual financial plan generating a contribution to reserves is required to ensure that the College achieves its strategic priority of *Enhancing Financial Health and Sustainability*. To achieve this, the budget has been developed on an integrated basis with the 2017-2018 Business Plan.

6. RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College Financial Plan 2017-2018, including adjustments to the Internal Restricted Reserve within net assets, which provides for:

**Total Revenue of \$113,024,189
Expenditures of \$112,005,557
Capital Expenditure of \$18,003,291
Net Assets at March 31, 2018 \$19,561,000**

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Angie Sims, Director Budget Services



Fleming College Financial Plan 2017-2018

DRAFT

April 2017

Table of Contents

I. Summary 3

II. Revenue 5

III. Expenditures..... 9

IV. Capital..... 12

I. Summary

The College has developed a prudent Financial Plan for 2017/18 that anticipates contributing \$1.0 million to college reserves.

Total revenues in this Financial Plan are forecasted at \$113.0 million, an increase of \$3.6 million (3.3%) from the 2016/17 Budget Update. Expenditures are planned at \$112.0 million, \$3.9 million (3.6%) higher than 2016/17 Budget Update.

Key aspects of the Financial Plan are as follows:

- Operating Revenue increases from 2016/17 are primarily due to:
 - An increase in international enrolment projections along with an increase in tuition fees.
 - Added grant funding for Facility, Renewal and Renovation projects
- Operating Expenditure variances from 2016/17 are primarily due to the following:
 - Increase in Full Time (FT) Salary Expenditures includes collective agreement increases and increased pension benefit costs, as well as an investment in FT teaching faculty.
 - Part Time Salaries have been strategically reduced with the planned addition of FT faculty.
 - Increases in Non-Salary Operating Expenses include investment in international recruitment efforts and added information technology equipment and licensing expenditures for the enhancement of the College's IT infrastructure.
- The Financial Plan includes the potential to contribute \$1.6 million of international revenue towards College reserves. From this contribution, the College is planning to utilize \$0.485 million for operating investments expense and \$0.3 million for College change initiatives. An additional \$0.175 million is planned to be placed into reserves from our non-operating ancillary operations, resulting in a net contribution to reserve of \$1.0 million.
- Capital Investment is budgeted at \$18.0 million with \$9.2 million projected to be funded by capital grants.

The following table provides a high level Financial Summary:

Fleming College Financial Plan Preliminary Budget 2017/2018

SUMMARY

(\$ 000's)

	Preliminary Budget 2017/2018	Budget Update 2016/2017	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 45,598	\$ 46,383	\$ (786)	-1.7%
Student Tuition Fees	34,065	29,967	4,098	13.7%
Contract Training	1,128	1,562	(434)	-27.8%
Other Income	12,085	11,780	305	2.6%
Amortization	4,175	4,435	(260)	-5.9%
Skills, Bursaries, Ancillary & Projects	15,974	15,309	665	4.3%
Revenue	113,024	109,436	3,588	3.3%
Operating Expenses	89,537	86,180	3,358	3.9%
Amortization Expense	5,884	6,046	(162)	-2.7%
Skills, Bursaries, Ancillary & Projects	16,584	15,862	723	4.6%
Expenses	\$ 112,006	\$ 108,087	3,918	3.6%
Excess of Revenue over Expenditures	\$ 1,019	\$ 1,349	(330)	-24.5%

	Projected Balance Mar 31/18	Projected Balance Mar 31/17	\$ Increase (Decrease)	% Increase (Decrease)
--	-----------------------------------	-----------------------------------	------------------------------	-----------------------------

NET ASSETS

Invested in Capital Assets

As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	17,352	15,055	\$ 2,297	
Total Invested in Capital Assets	19,769	17,472	2,297	13.1%

Unrestricted

Operating (Board Reserves)	2,518	3,806	(1,288)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(9,882)	(9,882)	-	
Total Unrestricted	(7,364)	(6,076)	(1,288)	21.2%

Internally Restricted

Subtotal Net Assets	13,090	12,071	1,019	8.4%
----------------------------	---------------	---------------	--------------	-------------

Externally restricted

	6,471	6,471	-	
--	-------	-------	---	--

TOTAL NET ASSETS	\$ 19,561	\$ 18,542	\$ 1,019	5.5%
-------------------------	------------------	------------------	-----------------	-------------

II. Revenue

College revenues are budgeted at \$ 113.0 million, an increase of \$3.6 million (3.3%) from the 2016/17 Budget Update.

<i>Financial Plan - Preliminary Budget</i>				
<i>Fiscal Year 2017/2018</i>				
	Preliminary Budget 2018	Budget Update 2017	Budget Change	%
Revenue				
Grants and Reimbursements	(45,597,878)	(46,383,423)	785,545	-1.7%
Student Tuition Fees	(34,064,880)	(29,967,048)	(4,097,832)	13.7%
Contract Training	(1,127,842)	(1,562,213)	434,371	-27.8%
Other Income				
Other Income	(7,404,556)	(7,480,181)	75,625	-1.0%
Ancillary Fees	(4,680,313)	(4,299,699)	(380,614)	8.9%
Non-Operating Revenue		-	-	
Total Other Income	(12,084,869)	(11,779,880)	(304,989)	2.6%
Amortization of Deferred Capital Contributions	(4,175,000)	(4,435,000)	260,000	-5.9%
Total Operating Revenues	(97,050,469)	(94,127,564)	(2,922,905)	3.1%
Investments			-	
Skills Programs	(3,164,983)	(3,438,796)	273,813	-8.0%
Tuition Holdback Bursaries	(2,900,300)	(2,945,000)	44,700	-1.5%
Ministry Bursaries	(282,000)	(700,000)	418,000	-59.7%
Special Projects	(2,340,606)	(2,270,533)	(70,073)	3.1%
Facilities Renewal and Renovation Projects	(1,701,237)	(517,958)	(1,183,279)	228.5%
Ancillary Operations	(5,584,594)	(5,436,600)	(147,994)	2.7%
Total Revenue	\$ (113,024,189)	\$ (109,436,451)	\$ (3,587,738)	3.3%

Highlights of significant budget assumptions and budget changes on revenue are summarized as follows:

1. Grants and Reimbursements

Grants are budgeted to decrease by \$0.785 million from the 2016/17 Budget Update as follows: (\$ 000's)

	<u>Preliminary</u> <u>2017/18</u>	<u>Update</u> <u>2016/17</u>	<u>Change</u>
Basic Operating Grant	\$34,299	\$29,964	
Enrolment Growth Grant	-	5,786	
Performance Funding Grant	1,795	578	
College Funding Formula	\$36,094	\$36,328	(234)
BScN Grant	3,999	3,890	109
Small Northern & Rural Grant	2,229	2,229	-
Second Career Grant	730	743	(13)
Apprentice Grant	727	1,202	(475)
Special Needs & Interpreter Grant	611	608	3
Municipal Tax Credit	422	397	25
CO-OP Diploma Apprentice Grant	43	305	(262)
Rental Grants	250	191	59
Medical & Clinical Grant	380	380	-
Misc. Recoveries	113	110	3
Grants and Reimbursements	\$45,598	\$46,383	(\$785)

Many of the grant forecasts are driven by enrolment projections and thus are subject to increases or decreases as enrolment changes.

The Ministry's 2016 review and update of the College Funding Formula Model has changed how the College will receive its Operating funds from the province. The previous Basic Operating Grant, Enrolment Growth Grant and Performance Grant have been redistributed, eliminating the Enrolment Growth Grant in the new Corridor Funding Model. The overall reduction in grant funding is primarily due to the College's increase in international student enrolment, for which the province's International Student Recovery policy requires a direct reduction of the operating grant.

The BScN Grant is also based on enrolment forecasts. This grant is specifically for the Bachelor of Science Nursing program, delivered collaboratively with Trent University.

Two "pre-apprentice" programs approved for 2016/17 will not be run in 2017/18. The Co-op Diploma Apprentice Grant is winding down this year as well.

2. Student Tuition Fees

Tuition fee revenue is expected to be \$34.1 million, up \$4.1 million (13.7%) from the 2016/17 Budget Update. However, this represents a moderate increase of 6.8% versus the 2016/17 actuals.

Full time tuition is based on a College enrolment plan that is detailed to the program level using approved tuition rates that vary by program. Overall, the enrolment plan is projecting domestic enrolments to remain relatively flat, while growth is anticipated in international enrolments. Tuition fees have been increased by an average of three percent as of September 1, 2017, in accordance with Ministry policy.

3. Contract Training

Contract training revenue is subject to annual fluctuation dependant on client groups and specific contracts acquired. The \$0.43 million reduction in this revenue in 2017/18 is primarily due to a one-time contract in 2016/17 that added \$0.38 million of revenue in that year.

4. Other Income

Overall, other Income has increased by \$0.3 million (2.6%) from the 2016/17 Budget Update. Other Income is comprised of a variety of income streams from operations, including provincially funded projects/programs, administrative fees, bookstore, and food services, as well as recovery from students for student supply fees, academic fees for field placements, and international student health fees.

While most sources of these revenues are projected to hold steady for 2017/18, increases in ancillary fee revenue are anticipated based on increased enrolment projections and increases to the ancillary fee rates as approved by the Board of Governors. A small reduction is being forecasted related to withdrawal fees from international students.

5. Non-Operating Revenues

Non-operating revenues vary significantly year over year as many are based on contractual agreements negotiated annually.

Skill programs include the College contracts for Literacy Basic Skill and Employment Services (CREW), with a reduction in total revenues in the Employment Services contracts for 2017/18.

Ministry Bursaries represent the standard annual bursaries that are disbursed. Additional bursaries become available in year and will be updated in the Budget Update to reflect additional amounts known at that time.

Special Projects include newly negotiated funding agreements, primarily for projects managed through the Office of Applied Research and the CAWT.

Facility Renewal and Renovation Projects revenue represents funding received from the federal and provincial governments for facility and other projects as well as funding received and allocated for items under \$5,000 of value, such as academic equipment and personal computers. Items over \$5,000 are deemed capital assets. The mix between capital asset and expense will change from year to year depending on the nature and value of these items. Specifically in 2017/18:

- The Ontario government's College Equipment Renewal Fund (CERF) funding applies to academic and information technology equipment, and the base funding is estimated at \$0.276 million. This revenue will be used to replace/upgrade classroom equipment across the College.
- The enhancement to CERF funding announced in support of the Ontario College System's 50th Anniversary also applies to academic and information technology equipment, and the operating component of this funding is estimated at \$0.7 million. Again this revenue will be used to replace/upgrade program delivery and classroom equipment across the College. The balance of the 50th Anniversary CERF grant (\$1 million) will be applied to offset similar capital asset projects.
- \$0.75 million of the federal and provincial governments' Strategic Investment Fund (SIF) revenue is required to offset investment expenditures within the SIF projects that are not capital assets.

Ancillary Operations revenues are associated with the College residence and parking operations.

III. Expenditures

College expenditures are budgeted at \$112.0 million, an increase of \$3.9 million (3.6%) over 2016/17 budget update. Expenditures have been aligned with funding projections to provide for a \$1 million surplus, or contribution to college reserves.

<i>Financial Plan - Preliminary Budget</i>				
<i>Fiscal Year 2017/2018</i>				
	Preliminary Budget 2018	Budget Update 2017	Budget Change	%
Expenditures				
Salaries and Benefits				
Salaries, Full Time	42,955,196	41,269,136	1,686,060	4.1%
Salaries, Part Time	12,157,223	12,338,366	(181,143)	-1.5%
Benefits	12,591,839	11,702,742	889,097	7.6%
Total Salaries and Benefits	67,704,258	65,310,244	2,394,014	3.7%
Non-Salary Expenses				
Instructional Support Costs	5,141,685	4,887,706	253,979	5.2%
Travel and Professional Development	1,185,776	1,281,398	(95,622)	-7.5%
Advertising	1,028,462	983,170	45,292	4.6%
Telephone, Audit, Legal & Insurance	1,357,663	1,604,333	(246,670)	-15.4%
Equipment Maintenance	549,920	557,452	(7,532)	-1.4%
Plant and Security	2,181,811	2,249,588	(67,777)	-3.0%
Rentals and Taxes	841,259	776,615	64,644	8.3%
Utilities	3,002,493	2,840,866	161,627	5.7%
Contract Services Trent	2,231,690	2,017,781	213,909	10.6%
Services & Other	4,265,664	3,615,570	650,094	18.0%
Long Term Debt Interest	46,716	55,000	(8,284)	-15.1%
Amortization of Capital Assets	5,884,000	6,046,002	(162,002)	-2.7%
Total Non-Salary Expenses	27,717,139	26,915,481	801,658	3.0%
Total Operating Expenditures	95,421,397	92,225,725	3,195,672	3.5%
Investments	485,000	869,430	(384,430)	-44.2%
Investment Contingency	300,000		300,000	
Skills Programs	3,164,983	3,438,796	(273,813)	-8.0%
Tuition Holdback Bursaries	2,900,300	2,945,000	(44,700)	-1.5%
Ministry Bursaries	282,000	700,000	(418,000)	-59.7%
Special Projects	2,340,606	2,270,533	70,073	3.1%
Facilities Renewal and Renovation Projects	1,701,237	241,158	1,460,079	605.4%
Ancillary Operations	5,410,034	5,396,679	13,355	0.2%
Total Expenditures	\$ 112,005,557	\$ 108,087,321	\$ 3,918,236	3.6%
Net	\$ (1,018,632)	\$ (1,349,130)	\$ 330,498	-24.5%

1. Full Time Salaries

Full time (FT) salaries are budgeted according to Collective Agreements that are currently in place, and include a planned investment in new FT faculty. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary expenditures are projected to increase by \$1.7 million (4.1%) over the 2016/17 Budget Update.

2. Part Time Salaries

Part time (PT) salaries are expected to decrease by \$0.18 million (1.5%) from the 2016/17 Budget Update. This decrease is primarily related to the hiring of new FT faculty, and strategic efforts across the college to reduce discretionary costs and align with College system best practices.

3. Non-Salary Expenditures

Overall non-salary expenditures are projected to increase with inflation; however budget managers have been asked to review and scale back on discretionary spending where possible. Some increases in expenditures relate to planned enrolment growth and operational investments in program delivery and information technologies.

4. Instructional Support Costs

Instructional support costs are expected to increase directly in conjunction with enrolment growth and added information technology licence requirements. These costs are projected to increase by \$0.25 million (5.2%) over 2016/17 Budget Update

5. Telephone, Audit, Legal & Insurance

A contingency for legal fees was included in the 2016/17 financial plan, and has been removed from the 2017/18 Budget. Legal cases will continue to be monitored closely and the financial forecast adjusted at Budget Update as necessary.

6. Utilities

Overall, utilities expenditures are projected to increase in 2017/18 by \$0.16 million (5.7%). Energy rates and consumption remain volatile and will be adjusted at Budget Update as required.

7. Contract Services Trent

Expenditures under the collaborative agreement with Trent University for the Bachelor of Science Nursing program have been aligned with program delivery efficiencies proposed by both Trent and Fleming.

8. Services and Other

Services and Other Expenditures are projected to increase by \$0.65 million (18%). The most significant increase is directly related to the increase in international enrolment. An increase in the agent commissions is forecast at \$0.25 million. In addition, as a growth investment strategy, a new international scholarship program is being budgeted at \$0.1 million. Professional fees are also expected to increase by \$0.2 million in relation to various small College operating initiatives and projects. The balance of the increase relates to contracted services fee increases.

9. Initiatives and Investments

Initiatives and Investments totalling \$3.0 million are being planned for this year.

Many of these investment expenditures, while capital in nature, do not qualify as additions to capital assets; they are either below capital thresholds (\$5,000 per item) such as academic equipment/tools, or are one- time investments such as professional services that are not considered assets.

The 2017/18 planned investments total \$ 2.2 million. These investments include major initiatives that enhance student learning, such as the purchase of specialized technology for teaching, new lab and shop equipment and resources to modernize existing classrooms and labs, facility retrofits and other projects. \$1.7 million of this planned investment expense is eligible for grant offset from federal and provincial funding. In addition, \$0.5 million of one-time investment is included in expenditures related to Ancillary Operations (maintenance in student residences and parking lots).

An additional \$0.3 million is planned as funding for College change initiatives.

IV. Capital

Capital spending in 2017/18 is budgeted at \$18 million of which \$9.2 million is funded from various grant sources. The balance of \$8.8 million is capital funded from the college.

Capital budgeted for 2017/18 is summarized below:

	College Funded	Grant Funded	Total Capital
Building Construction/Renovations	617,388		617,388
Network/IT Systems	811,535	780,182	1,591,717
Academic Equipment	1,232,924	317,757	1,550,681
Grounds/Parking Lots	157,491	25,899	183,390
Residence Capital	42,000		42,000
	<hr/>	<hr/>	<hr/>
	2,861,338	1,123,838	3,985,176
Building Construction - Strategic Investment Fund	5,934,946	8,083,169	14,018,115
	<hr/>	<hr/>	<hr/>
	8,796,284	9,207,007	18,003,291

2017-2018 Capital Investment Plan > \$50,000 Report (Excluding Strategic Investment Fund Projects)

PROJECT NAME	BUSINESS NEED	College Base Capital	Enhanced College Capital Grants
Sutherland - Consultant and Contractor for Remediation of Desbiens Wing Stacked Brick	Stacked brick on the Desbiens wing has been dislodging for a few years and falling away from the building in various locations resulting in a H&S hazard as well as potential damage to the existing building. Scope includes consultant/recommendation, removal of brick and replace with alternative product.	\$ 225,000	
Sutherland roof replacement B wing, partial	Annual cycle roof replace repair.	125,000	
Roof top unit replacements, #14 main building, 5 units on RDB.	Annual cycle roof replace repair.	195,000	
Building Construction/Renovations	Subtotal Projects > \$50, 000	545,000	
Building Construction/Renovations	Subtotal Projects < \$50, 000	72,388	
Total Building Construction/Renovations		\$ 617,388	
Network/IT Systems			
Network capacity uplift	Hardware, software and professional services to implement a 'Virtual Desktop Image' (VDI) stack to allow remote access to College staff and student image virtual PCs from anywhere and on any device - Bring Your Own Device (BYOD).	\$ 155,100	\$ 51,705
Enterprise Wireless (Partial Deployment-Phase 3)	Enterprise-grade wireless coverage is a contributing factor to the College's KPI and will facilitate wireless academic delivery via various devices & technologies.	103,400	103,410
Enhancing College Video conferencing	The video conferencing and WebEx toolset is seen as a key enabling technology for its ability as a collaborative tool across distances for both remote academic delivery, day-to-day College work and a reduction in travel, becoming more sustainable.	116,853	
Multi-year AV/Multi-Media Infrastructure Renewal	As part of the analog to digital migration plan, the college must update its audio video switching equipment to stay current. As well as upgrading specific lecture theatres, we are recommending the college boardrooms. This will ensure that both external and internal users can display the latest video content in these locations.	144,700	625,067
Network/IT Systems	Subtotal Projects > \$50, 000	520,053	780,182
Network/IT Systems	Subtotal Projects < \$50, 000	291,482	-
Total Network/IT Systems		\$ 811,535	\$ 780,182

PROJECT NAME	BUSINESS NEED	College Base Capital	Enhanced College Capital Grants
Academic Equipment			
Resource Drilling and Blasting - Dual Head Drill Rig	The Drill Tech (used for Air Rotary and Well Construction) is a 27-year-old rotary drill overdue for replacement. Replacing this drill would not only address a major health and safety concern, it would also improve student experience, and realize significant cost savings for the Program/College with respect to repair costs, fuel costs and technician time. A used equipment option was also investigated however there is not a large market of used items and can not guarantee to secure such an asset. Resale of other tools and assets in the program can offset this purchase up to \$130 K as well.	\$ 520,000	
Trade Show Booth	Our current trade show booth is approximately 10 years old. We have made a series of small investments to keep it current but the main infrastructure now needs replacement to stay current with our competitors. In addition some of our core messaging has evolved as we have introduced new programs, new facilities and new strategies. These need to be reflected in an updates design and graphics.	51,705	
Academic Equipment	Subtotal Projects > \$50, 000	571,705	
Academic Equipment	Subtotal Projects < \$50, 000	661,219	317,757
Total Academic Equipment		\$ 1,232,924	\$ 317,757
Grounds/Parking Lots			
Other projects including Canada 150 Trails project	Subtotal Projects < \$50, 000	157,491	25,899
Total Grounds/Parking Lot		\$ 157,491	\$ 25,899
Residence Capital			
Other projects	Subtotal Projects < \$50, 000	\$ 42,000	
Total 2017-2018 Capital Investment Plan		\$ 2,861,338	\$ 1,123,838

**Fleming College Financial Plan
Preliminary Budget 2017-2018
Financial Sustainability Metrics (Indicators)**

		Projected Balance March 31/18	Projected Balance March 31/17	Change
Ratios	Benchmarks			
Annual Surplus/(Deficit) (in millions of \$)	> 0	\$ 1.0	\$ 4.8	\$ (3.8)
Accumulated Surplus/(Deficit) (in millions of \$)	> 0	\$ 13.1	\$ 12.1	\$ 1.0
		Pass	Pass	
Net Assets to Expense Ratio	> 60.0%	83.1%	82.3%	0.8%
		Pass	Pass	
Debt Servicing Ratio	< 3.0%	1.5%	1.2%	0.3%
		Pass	Pass	
Quick Ratio	> 1.0%	1.6%	1.7%	-0.1%
		Pass	Pass	
Debt to Assets Ratio	< 35.0 %	27.6%	26.8%	0.8%
		Pass	Pass	
Net Income to Revenue Ratio*	> 1.5%	0.9%	4.3%	-3.4%
		Fail	Pass	

* **Note:** The Net Income to Revenue Ratio for 2017-2018 is projected to be 1.6% prior to investments of \$0.8 million (which is higher than the benchmark)

BOARD BRIEFING REPORT

SUBJECT: Key Performance Indicator Survey Highlights
Submission to: Public Board Meeting
Meeting Date: April 26, 2017
Requested Action: For Information

Agenda Item 6.1

1. CONTEXT / PURPOSE

Colleges annually participate in Key Performance Indicator (KPI) surveys so that they can gauge student, graduate and employer satisfaction and determine areas for improvement on a number of dimensions.

2. BACKGROUND

The Ontario Colleges' Key Performance Indicators were developed collaboratively by the Ministry, Colleges Ontario and student associations in response to the Ontario Provincial Auditor's 1996 recommendations for outcomes-based accountability measures for public investment in college education.

Attachments:

- Highlights of capstone questions

3. ANALYSIS / PROPOSED OPTIONS

The analysis shows 16/17 data as well as trending in:

- Graduate Satisfaction, Graduate Outcomes and Graduation Rate,
- Employment Rate and Employer Satisfaction,
- Student Satisfaction Capstone Questions

4. ASSESSMENT OF POTENTIAL RISK – *required for all matters requiring Board decision/approval*

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Negative KPI trends could result in not meeting SMA targets	Medium	Medium

Additional risks may be identified here: N/A

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk: It is important to not only analyze the in-year survey results but also look at the trend data to ensure that the areas selected for development are the right areas.

5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE

The KPI metrics are used in our business plan to assist in determining success and also in the new Strategic Mandate Agreement as a benchmark measure from which we can determine stretch targets.

6. CONCLUSION

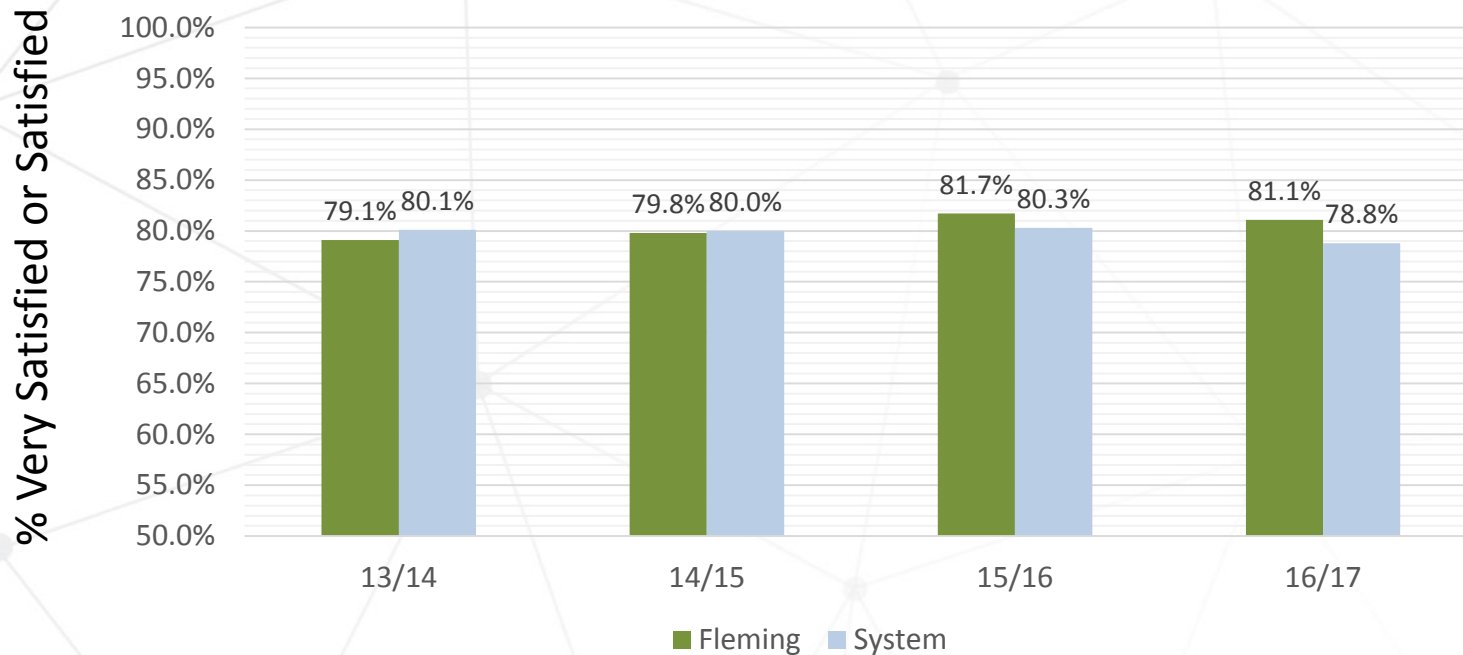
The full survey will be ready in June at which time the College will analyze the data.

AUTHORED BY: Sonia Crook, Vice President – Planning, Human Resources & Student Services; Sherry Gosselin, Director Project Management Office

KPI Results 2013/14 to 2016/17

Graduate Satisfaction Rate

How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?

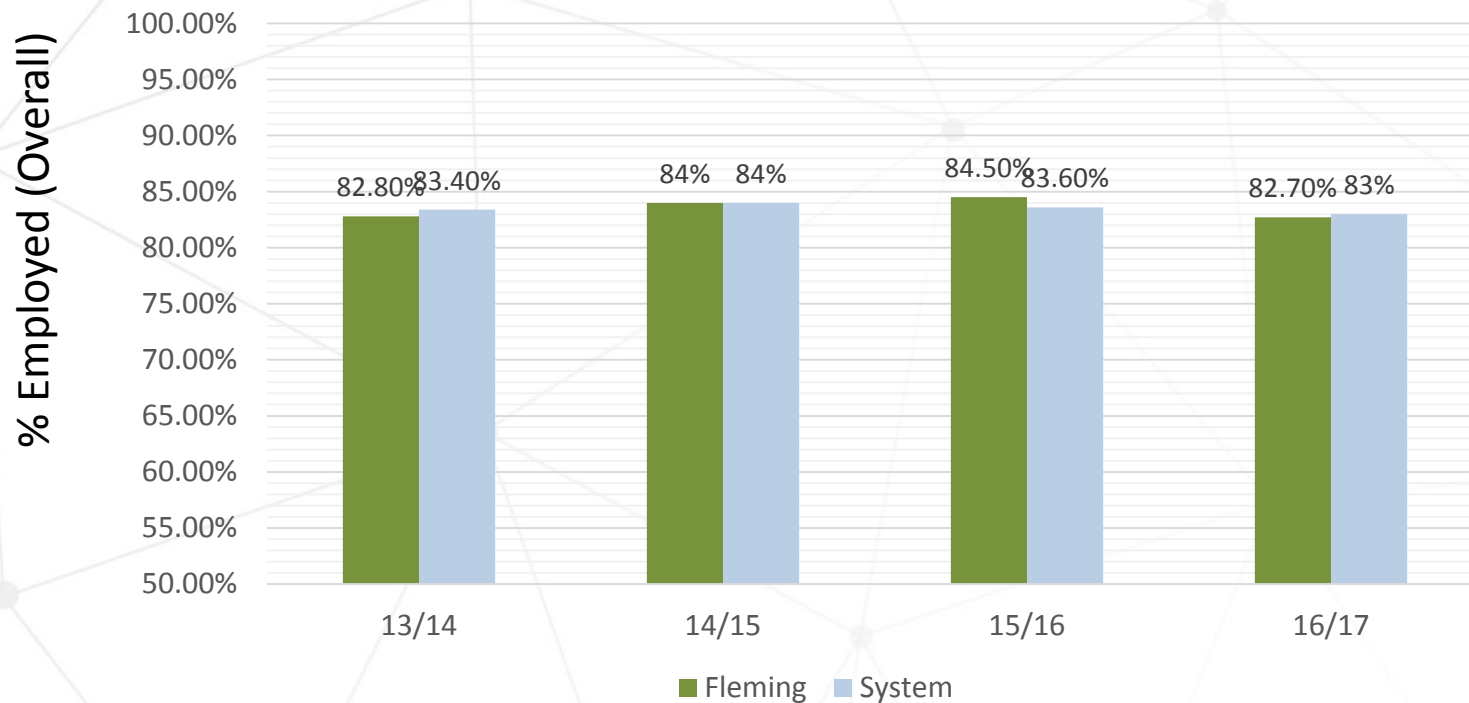


Fleming College

KPI Results 2013/14 to 2016/17

Graduate Employment Rate

*# of graduates employed 6 months after graduation
(of those eligible for work).*

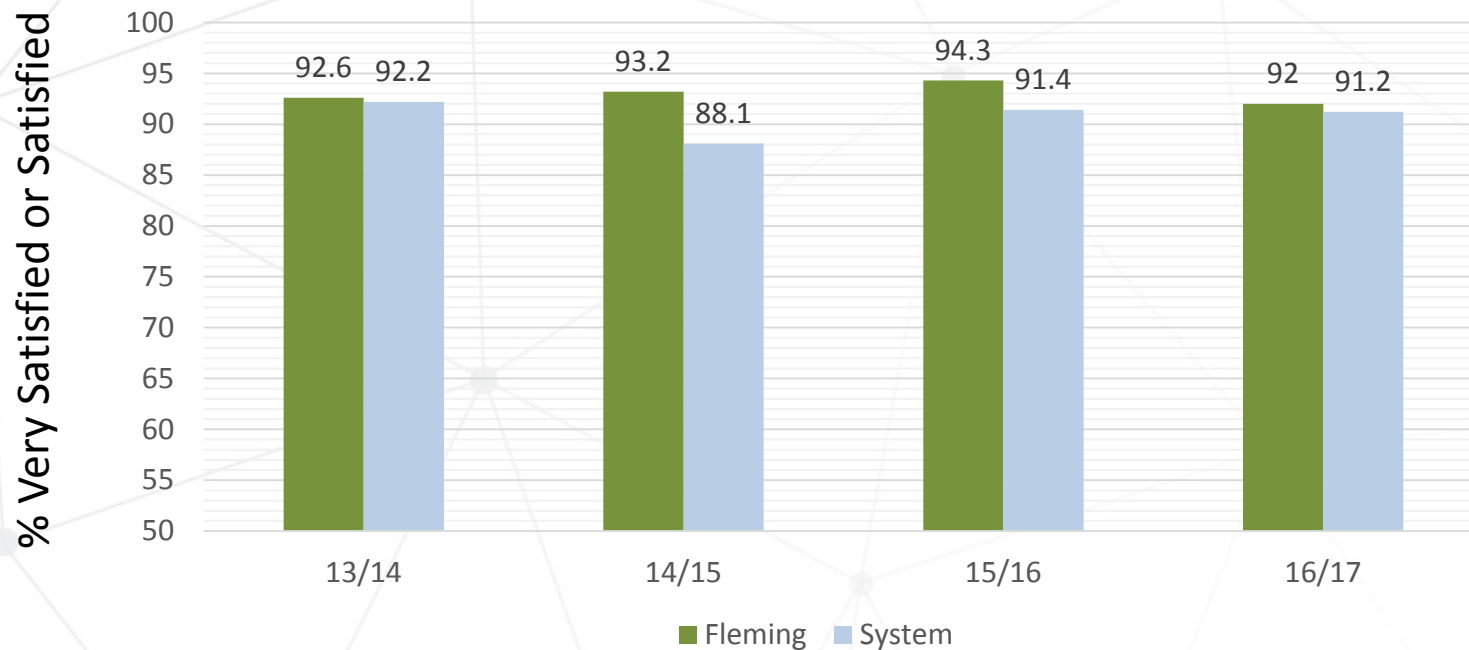


Fleming College

KPI Results 2013/14 to 2016/17

Employer Satisfaction Rate

How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?



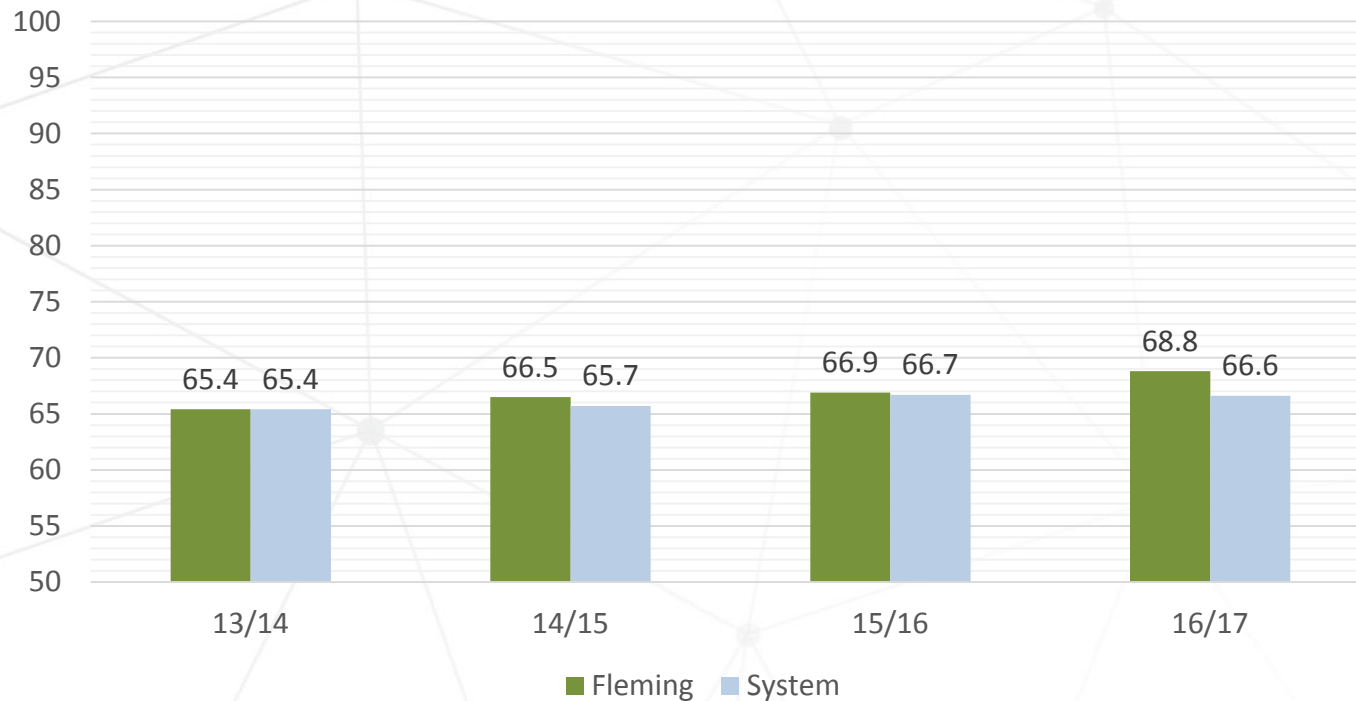
Fleming College

- Employers were contacted only if graduate gave permission

KPI Results 2013/14 to 2016/17

Graduation Rate

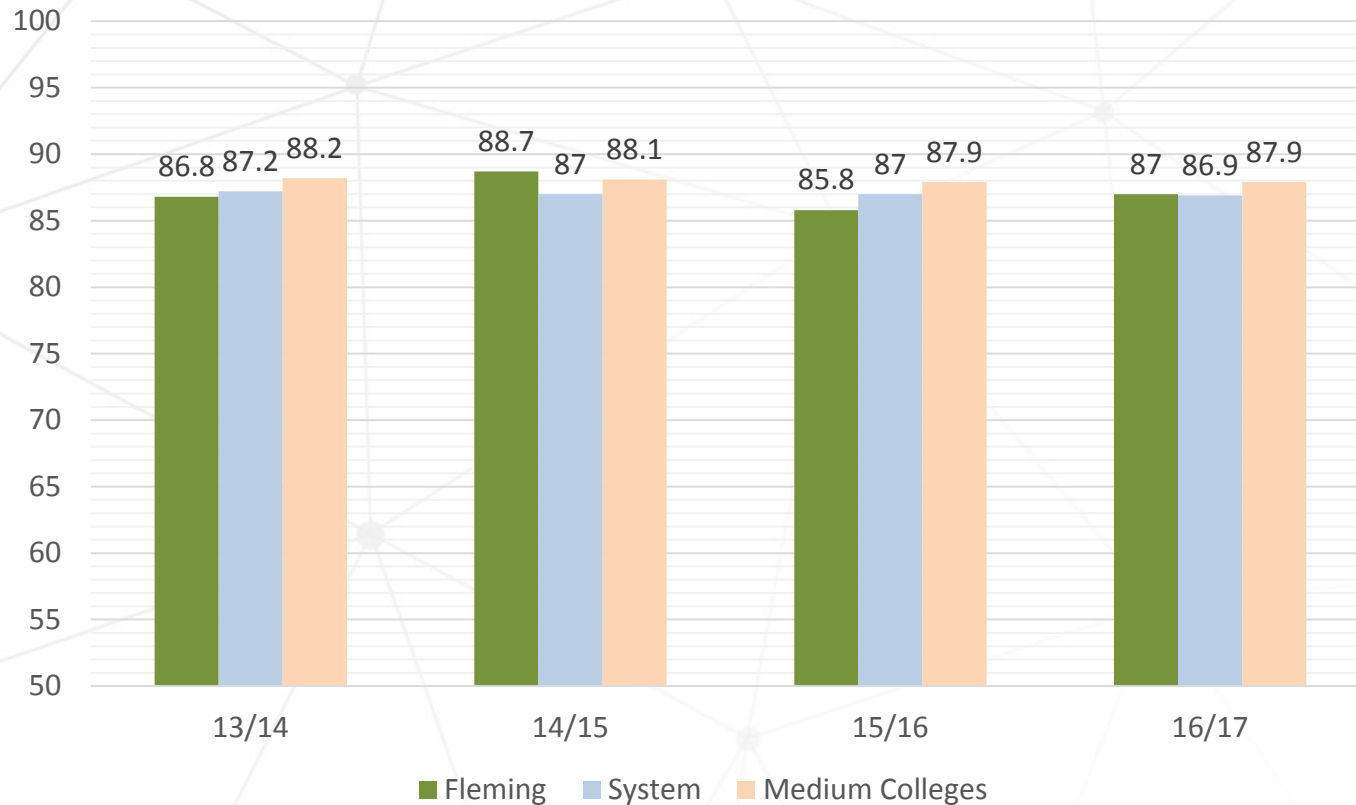
% of graduates who complete program requirement within a time frame equaling 200% of program duration



Fleming College

KPI Student Satisfaction Results

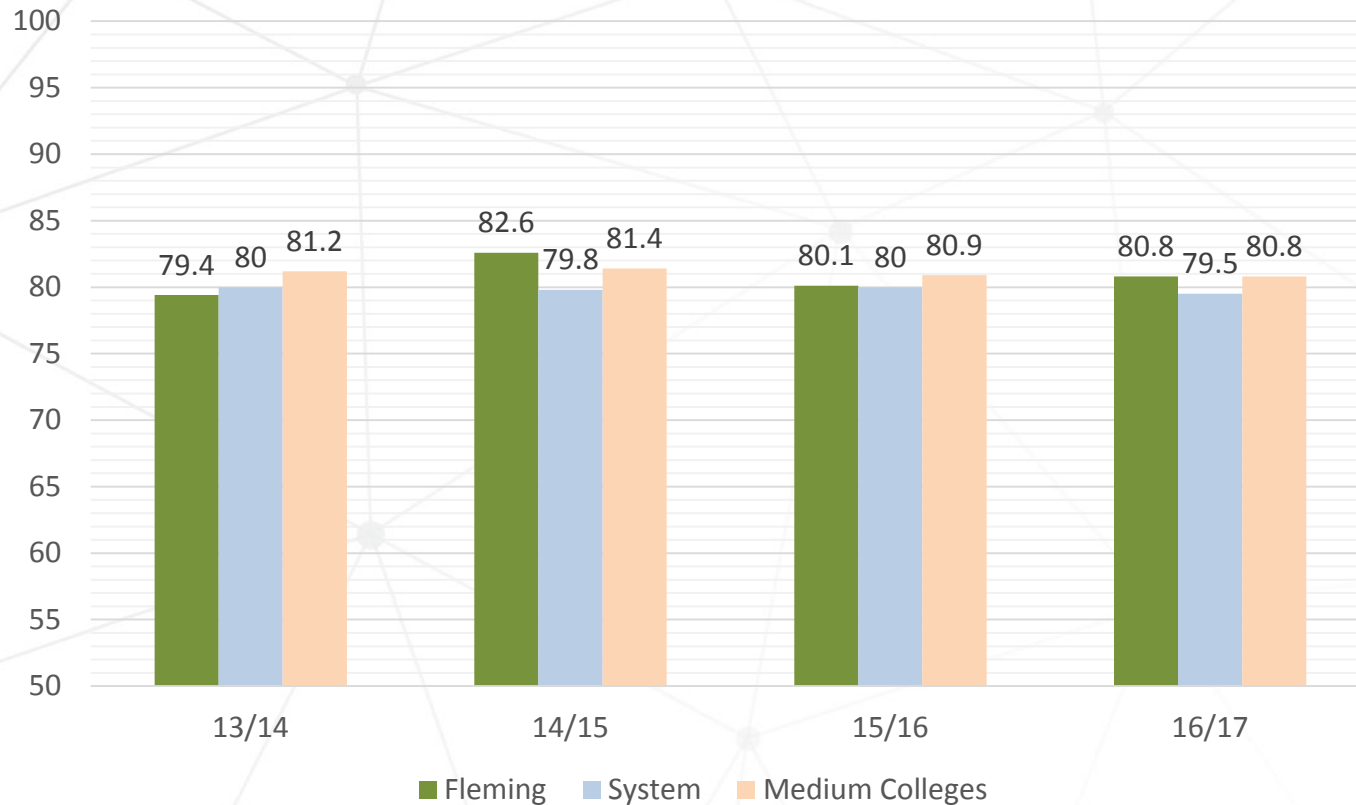
Q13 Knowledge & Skills – Future Career



Fleming College

KPI Student Satisfaction Results

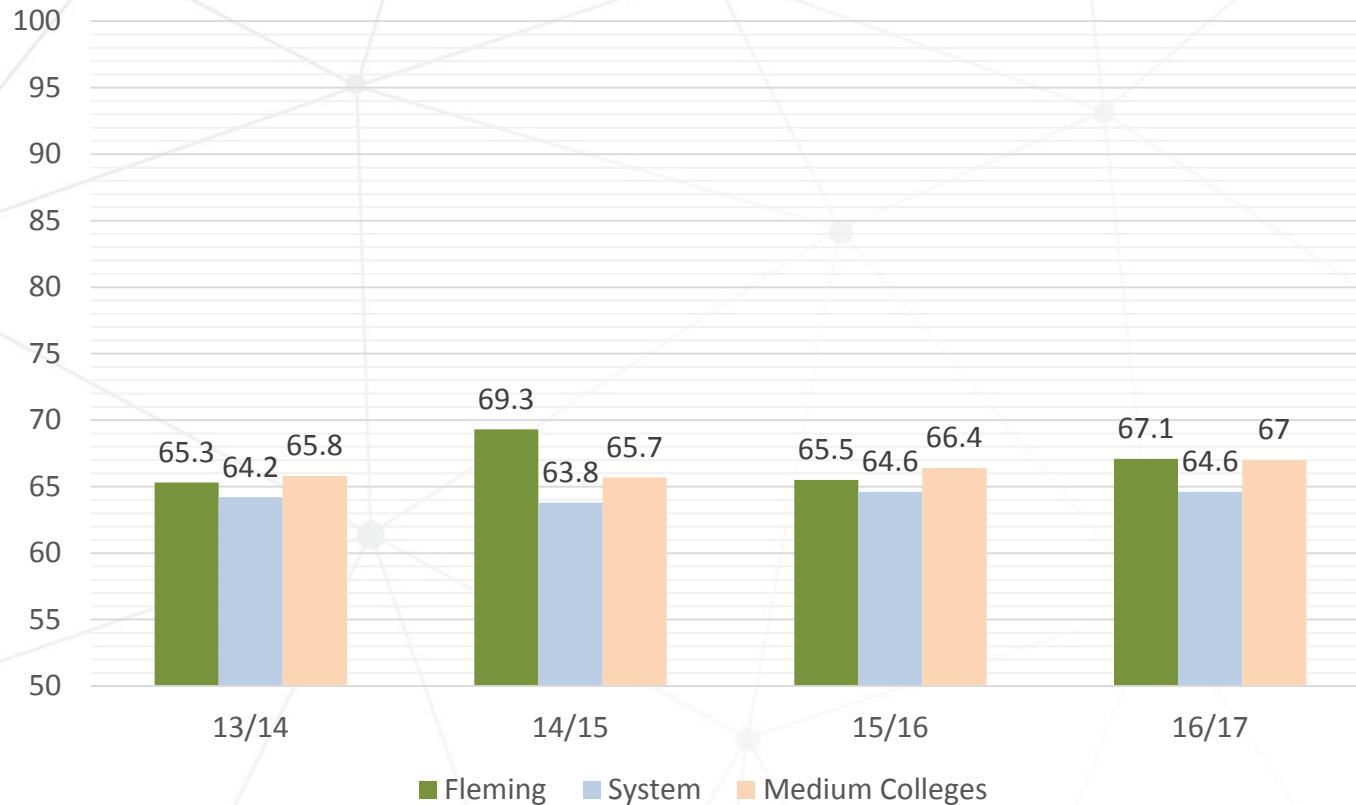
Q24 Learning Experiences – Program Quality



Fleming College

KPI Student Satisfaction Results

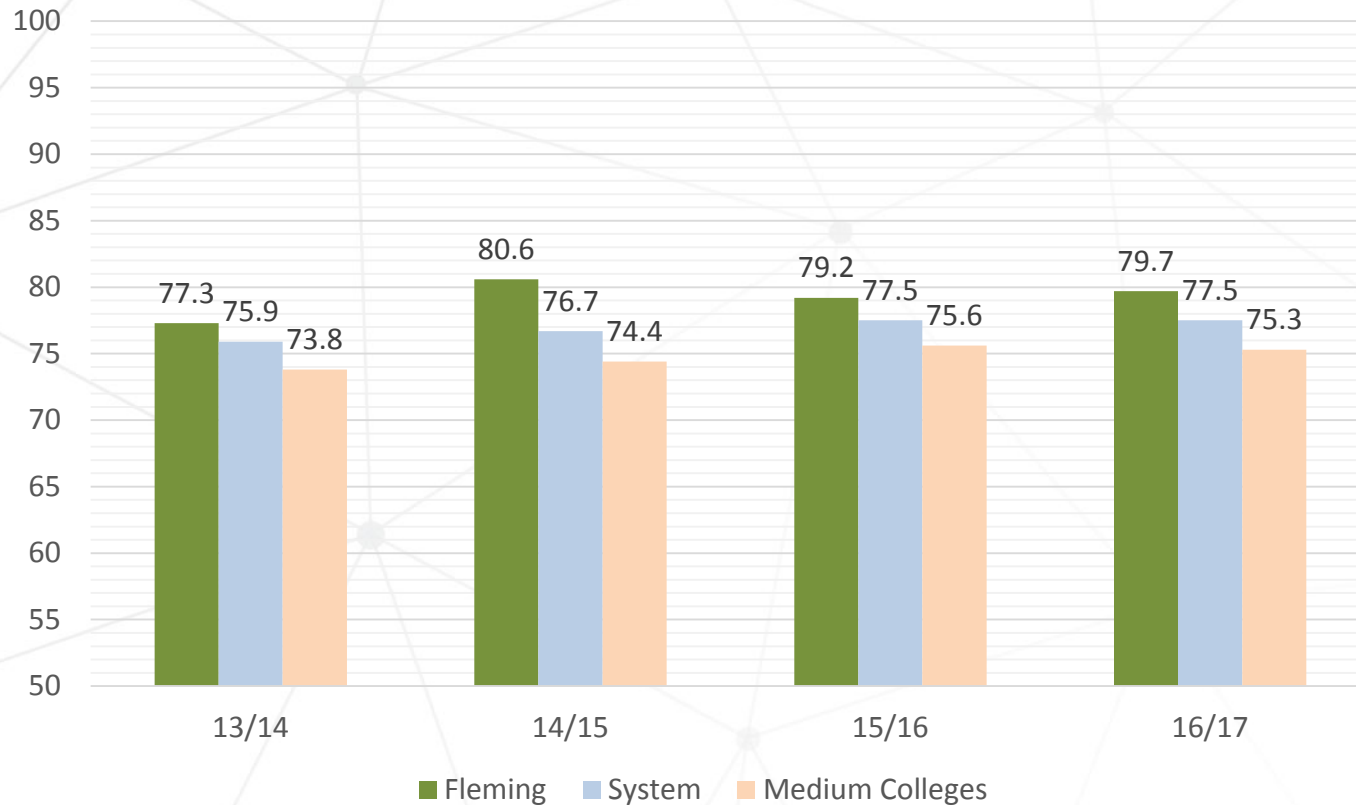
Q39 Quality of Services



Fleming College

KPI Student Satisfaction Results

Q49. Quality of Facilities/Resources

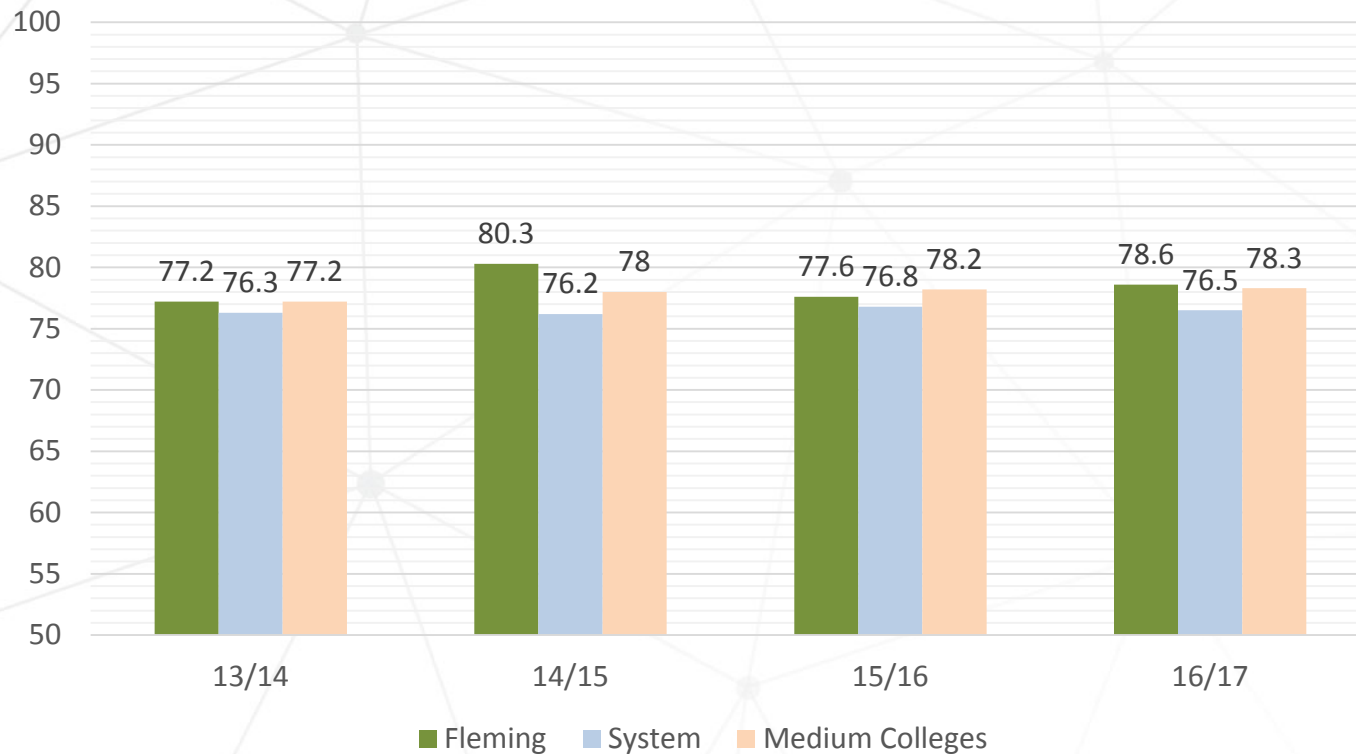


Fleming College

LEARN | BELONG | BECOME

KPI Student Satisfaction Results

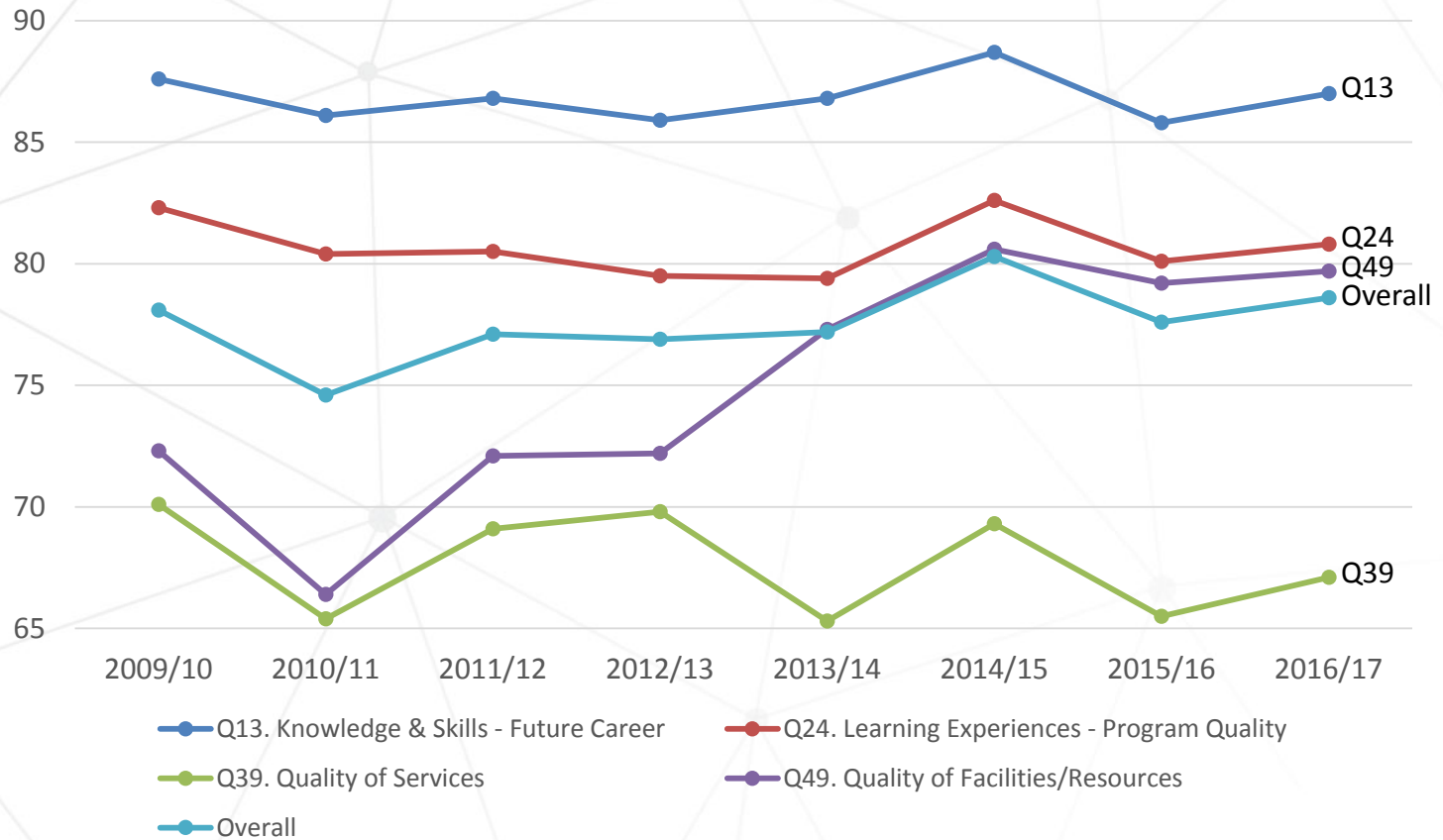
Overall Student Satisfaction (Q13 + Q24 + Q39 + Q49)



Fleming College

KPI Student Satisfaction Capstones

Fleming Student Satisfaction Capstones



Fleming College

LEARN | BELONG | BECOME