

# **PUBLIC MEETING of the BOARD OF GOVERNORS**

**Wednesday, June 27, 2012**

**4:45 p.m.**

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

## **2010-2015 Strategic Priorities**

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

<b>AGENDA ITEM</b>	<b>PRESENTED BY</b>	<b>Est. Time</b>
<b>1. CALL TO ORDER, WELCOME, INTRODUCTION OF GUESTS</b>	Chair	
<b>2. APPROVAL OF AGENDA</b>		
<b>3. CONFLICT OF INTEREST DECLARATION</b>		10 min
<b>4. REPORT OF THE BOARD CHAIR</b> ( <i>Handout, to be received</i> )		
<b>5. REPORT OF THE COLLEGE PRESIDENT</b> ( <i>Handout, to be received</i> )		
<b>6. UNANIMOUS CONSENT AGENDA</b>		
<i>The following items/recommendations have been identified as part of the consent agenda for the public meeting of the Board; Governors are encouraged to call the President/Board Chair/Board Secretary in advance of the meeting if there are questions about a listed consent agenda item.</i>		
<b>ITEMS:</b> ( <i>Enclosed</i> )		
6.1 Minutes of the May 23, 2012 public meeting of the Board		
6.2 Investment Performance Report for 2011-2012		
6.3 Summer Authority for Board Decisions		
6.4 Purchase Contracts Awarded October 1, 2011 through May 31, 2012		
6.5 Index of Correspondence for June 2012		
<b>MEETING AGENDA</b>		
<b>7. BUSINESS ARISING</b>		
None identified		
<b>8. BOARD BUSINESS</b>		
8.1 <u>Financial Statements for 2011-2012</u> ( <i>Enclosed</i> )	Gov. Nesbitt, Ms. Cameron	3 min
8.2 <u>Peterborough Sport and Wellness Centre Steering Committee</u> ( <i>Enclosed</i> )	Dr. Tilly, Mr. Meadwell	3 min
8.3 <u>New Program: Trades and Technology Fundamentals</u> ( <i>Enclosed</i> )	Gov. Maki, Mr. Harvey	3 min
8.4 <u>New Program: Aquaculture</u> ( <i>Enclosed</i> )	Gov. Maki, Mr. Harvey	3 min
8.5 <u>Program Modification: Collections Conservation and Management</u> ( <i>Enclosed</i> )	Gov. Maki, Mr. Harvey	3 min
8.6 <u>College Policies</u> ( <i>Enclosed</i> ) #1-105: College and Community Recognition and Awards #1-106: Naming of College Features and Resources # 8-801: Gift Acceptance	Dr. Tilly	10 min
8.7 <u>Annual Report – Program Advisory Committees</u> ( <i>Enclosed</i> )	Mr. Harvey	10 min
8.8 <u>Report from the Committee of the Whole Meeting</u>	Chair	3 min
<b>9. STRATEGIC DISCUSSION / DECISION ITEMS</b>		
9.1 <u>Annual Report for 2011-2012</u> ( <i>Enclosed</i> ) and		
9.2 <u>Business Plan for 2012-2013</u> ( <i>Enclosed</i> )	Ms. Crook	15 min

**10. GENERAL LEARNING ABOUT THE COLLEGE / COLLEGE SYSTEM**

- |  |            |        |
|--|------------|--------|
| 10.1 <u>President's Advisory Council</u> , meeting of May 24, 2012 | Dr. Tilly  | 3 min  |
| 10.2 <u>An Overview of e-Learning</u>                              | Mr. Harvey | 10 min |

**11. OTHER BUSINESS *(includes items removed from the Consent Agenda)***

**12. ADJOURNMENT OF MEETING** approx. 6:00 p.m.

Board of Governors Public Meeting

**ACTION REQUIRED:**  
Information/Discussion   
Decision

**SUBJECT:** *Unanimous Consent Agenda*

**PRESENTED BY:** Governor McLean, Chair – Board of Governors

#### SOURCE / BACKGROUND

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

#### RECOMMENDATION

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

**Approve the**

**6.1 minutes of the May 23, 2012 public meeting of the Board of Governors**

**6.2 Investment Performance Report for 2011-2012**

**6.3 Summer Authority for Board Decisions**

**Receive, for information, the**

**6.4 Purchase Contracts Awarded October 1, 2011 through May 31, 2012**

**6.5 Index of Correspondence for June 2012.**

# BOARD OF GOVERNORS

## Public (*Open Session*) Meeting

Wednesday, May 23, 2012  
Scholfield Boardroom, Brealey Room 5920  
Peterborough, ON

# MINUTES

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**Present:** Mr. Astell, Mr. Degeer, Dr. Dockstator, Mr. Greene, Ms. Hayes, Ms. Kalavrias, Mr. MacDougall, Mr. Mackle, Ms. Maki, Mr. McLean, Mr. Nesbitt, Ms. Ross, and Dr. Tilly for the Board.

Ms. McFadden.

**Regrets:** Mr. Gulston, Mr. Lovenuk, Ms. Shill, Ms. Sutcliffe-Geens.

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

**Guest:** Ms. McEachran, College Communications.

### 1. Call to Order, Welcome and Introduction of Guests

Board Chair, Mr. McLean, called the meeting to order at 4:47p.m. and welcomed those in attendance.

### 2. Approval of Agenda

BoG May23-2012 #1

Moved and Seconded by Mr. Nesbitt and Mr. MacDougall

**THAT the agenda be approved, as circulated.**

Carried

### 3. Conflict of Interest Declaration

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

### 4. Report of the Board Chair

Governor McLean presented a verbal report, noting that a number of candidates have been interviewed as potential governors. Congratulations were extended to Governor Maki who has been appointed by the Lieutenant Governor in Council to the Board of Governors of Sir Sandford Fleming College for a three-year term, September 1, 2012 through August 31, 2015.

### 5. Report of the College President

The President presented his Report, provided as a handout, and highlighted a number of activities. Of particular note is the number of projects taking place over the summer to improve facilities and services; a more detailed report will be provided to the Board in the Fall. The Report was received, for information.

### 6. UNANIMOUS CONSENT AGENDA

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

BoG May23-2012 #2

Moved and Seconded by Ms. Maki and Mr. Astell

**THAT the Board of Governors of Sir Sandford Fleming College approve the minutes of the April 25, 2012 public meeting of the Board of Governors; and receive, for information, the**

- **Report on the Activities of Board Committees for May 2012;**
- **Index of Correspondence received for April and May 2012.**
- **Meeting Summaries for the *Personal Support Worker (April 5, 2012), Early Childhood Education (April 13, 2012) and Occupational Therapist Assistant and Physiotherapist Assistant (April 26, 2012) Program Advisory Committees;* and**
- **Schedule of Program Advisory Committee Meetings for the May – June 2012 timeframe.**

Carried

## **BOARD OF GOVERNORS MEETING AGENDA**

### **7. Business Arising from the Minutes**

None identified.

### **8. Board Business**

**8.1 New Program – Therapeutic Recreation:** Presented by Governor Maki, the Academic and Student Affairs Committee reviewed the proposal to offer an *Ontario College Graduate Certificate in Therapeutic Recreation*, noting that the program meets the needs of both the labour market and the community.

BoG May23-2012 #3

Moved and Seconded by Ms. Maki and Ms. Hayes

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Graduate Certificate in Therapeutic Recreation* effective September 2013, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.**

Carried

**8.2 New Program – Children’s Mental Health:** Presented by Governor Maki, the Academic and Student Affairs Committee reviewed the proposal to offer a *local certificate in Children’s Mental Health* designed as an online program through the OntarioLearn consortium for two audiences: front-line interdisciplinary health care providers with a need to better understand children’s mental health issues (professional learning) and adults or parents with an interest in the mental health of their family (general interest). The program does not lead to any type of certification, career or job.

BoG May23-2012 #4

Moved and Seconded by Ms. Maki and Mr. Mackle

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Certificate in Children’s Mental Health* effective September 2012.**

Carried

**8.3 New Program – Solar Photovoltaic System Planning and Installation:** Presented by Governor Maki, the Academic and Student Affairs Committee reviewed the program proposal to offer a *local certificate in Solar Photovoltaic System Planning and Installation*. One of the unique aspects of this program is the level of applied learning; the program is an extension of the very successful Solar Installation and Maintenance program offered in Alderville through Contract Training.

BoG May23-2012 #5

Moved and Seconded by Ms. Maki and Mr. Nesbitt

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Certificate in Solar Photovoltaic System Planning and Installation* effective June 2012.**

Carried

8.4 An Overview of Community Partnerships: The Ontario Colleges of Applied Arts and Technology Act, 2002 identifies three objects of the colleges: to offer postsecondary education and training to assist individuals in finding/keeping employment; to meet the needs of employers; and to support the economic and social development of their communities. One of the priorities identified in the College's Strategic Plan is *Building Community Success*; the goal is to make a valued and notable contribution to workforce, economic and social development. Two key strategies relate to the objects of the Act: working in partnership with our communities to contribute measurably to economic and community development, and improving access and availability of educational opportunities in rural and remote areas. The Board of Governors also set an objective for the year – to emphasize partnerships and partnership development. Through a PowerPoint presentation, Dr. Tilly provided a snapshot of where Fleming College stands in meeting these objectives, by our four campus locations.

Of particular interest to the Board was the video clip of the Community Integration through Co-operative Education (CICE) program, which clearly demonstrated in their own words how much the students valued their workplace learning opportunities and the facilitators who work with them to develop their learning, living and work skills. The Board suggested that the presentation would benefit by the addition of material on the national and international reach of Fleming. Members expressed their appreciation for the overview.

8.5 There were no items to report from the in-camera meeting.

## **9. STRATEGIC DISCUSSION / DECISION ITEMS**

The Board welcomed Dr. Pander-Scott who provided an overview of the annual Key Performance Indicators, or KPIs. Colleges are mandated to report performance data in five main areas: graduate satisfaction; employment rate; employer satisfaction; graduation rate; and student satisfaction.

When the 2011 results were released, Fleming had declined in three of the five areas when compared with the system: graduate satisfaction, student satisfaction and graduate employment. The College had also experienced a decline in the student satisfaction indicator in the 2010 survey.

Overall, the 2012 results have improved as evidenced by the 1.5% improvement in graduate satisfaction and the 2.5% increase in student satisfaction over the 2011 results. However there was a slight drop in the employment rate results (-0.4%), employer satisfaction (-1.9%) and the graduation rate (-0.2%). The greatest gains in student satisfaction were in facilities and services areas. Fleming is once again performing above the system in this area. It should also be noted that Fleming's quartile rankings improved as well.

The College uses the results of the five KPIs as a guide to continuing improvement and in setting objectives for the year ahead. A governor proposed that a follow up survey be carried out with alumni five or ten years post graduation, as responses could be quite different. The Chief Advancement Officer indicated the intent of the Advancement and Alumni Relations department to partner with the academic area in launching an online survey and follow-up telephone survey of constituent groups and thanked the Governor for the suggestion.

## **10. GENERAL LEARNING ABOUT THE COLLEGE / COLLEGE SYSTEM**

For information, the final meeting of the 2011-2012 President's Advisory Council will take place May 24, 2012 at the College's main campus in Peterborough.

## **11. OTHER BUSINESS**

None identified.

**12. ADJOURNMENT OF MEETING** at 5:44 p.m. by Mr. MacDougall and Mr. Astell.

**CONSENT AGENDA**  
**Board of Governors *Public Meeting***

ACTION REQUIRED:  
Information   
Decision

**SUBJECT:** *Investment Performance Report for 2010-2011*

**PRESENTED BY:** Governor Nesbitt, Chair – Finance and Property Committee;

**SOURCE / BACKGROUND**

- Finance and Property Committee, meeting of June 13, 2012
- Banking, Investments and Borrowing Binding Policy Directive and related Banking, Investments and Borrowing Operating Procedure

The Minister's Banking, Investments and Borrowing Binding Policy Directive requires that a college board of governors review and approve, at least annually, an investment performance report. This report is to include a statement signed by the senior financial officer stating that the college is in compliance with relevant legislative requirements and this policy

**DISCUSSION / OPTIONS**

The *Investment Performance Report for 2011-2012* is attached.

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

N/A

**RECOMMENDATION**

**THAT** the Board of Governors of Sir Sandford Fleming College approve the *Investment Performance Report for 2011-2012*, as circulated.

To: Sir Sandford Fleming College of Applied Arts and Technology Board of Governors  
Re: **2011/12 Investment Performance Report**

The Ministry of Training Colleges and Universities (MTCU) Banking, Investments and Borrowing Binding Policy Directive (Policy), must be adhered to by the College. At least annually the Board of Governors is required to review and approve an investment performance report, signed by the senior finance official.

The MTCU Policy requirements differ for College Funds and Externally Restricted and Endowment Funds. Government matching endowment funds are deemed to be College Funds. Therefore, all funds that are held by the College, with the exception of donations received through fundraising, are considered College Funds. College Funds are subject to the attached Investment Guidelines, while all other funds are subject to the requirements for organizations handling funds or property in trust under the Trustee Act.

The College modified its Investment Policy Statements (IPS) during the fiscal year and on January 25, 2012 three IPS were approved by the Board of Governors. The Operating IPS and the Ministry Endowed IPS are comprised entirely of College Funds and they provide a framework for the investment of operating cash not immediately required for operations and endowment funds, respectively. The third IPS is the Comprehensive IPS and provides guidelines to govern the investment of endowment funds which include a mix of College funds and Externally Restricted and Endowment Funds.

The cash not immediately required for operations, which falls under the Operating IPS was held in the College bank account and invested in guaranteed investment certificates with RBC Dominion (\$ 6.2 million). These funds earned approximately 1.3% during the year.

The Ministry endowment fund (\$ 0.3 million) target asset allocation under the current IPS is 5% cash and equivalents and 95% Fixed Income. The annual market return for the year ended March 31, 2012 was 6.75%.

The Comprehensive (\$ 6.7 million) IPS target asset allocation under the current IPS is 5% Cash and Equivalents, 65% Fixed Income and 30% Canadian Equities. The Endowment IPS prior to January 25, 2012 had a target asset allocation of 5% cash, 77.5% fixed income and 17.5% high yielding common stock & income units, with 50% of that portion or 8.75% of the total portfolio in foreign securities. The market return on the combined asset allocations during the fiscal year was 4.16%

On March 31, 2011 an Ontario Hydro Bond (\$ 0.2 million), with a yield of 3.96% was transferred to the College from the Fleming College Foundation and is expected to be held until maturity in February 2018. There is not a specific IPS for this particular investment, it is consistent with the Trustee Act and is comprised of funds raised from a Foundation donor.

Sir Sandford Fleming College is in compliance with relevant legislative requirements in force for the fiscal year, as well as the Minister's Banking, Investments and Borrowing Binding Policy Directive

Original signed by

June13, 2012

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Barb Cameron  
VP Finance and Administration

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Date



## Investment Guidelines for College Funds

A college may only invest its College Funds, as defined in the MTCU Banking, Investments and Borrowing Binding Policy Directive, which are not immediately required to operate the college in the following securities, expressed or made payable in Canadian dollars, subject to the ratings identified in section VI:

- I. Bonds, debentures and promissory notes or other evidence of indebtedness, issued or guaranteed by:
  - a. Canada or a province or territory of Canada, or
  - b. an agency of Canada or a province or territory of Canada.
- II. Bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by:
  - a. a municipality in Canada;
  - b. a university in Ontario that receives ongoing operating and capital funding from Ontario;
  - c. the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;
  - d. a board of a public hospital within the meaning of the *Public Hospitals Act*;
  - e. a school board in Canada;
  - f. Ontario Infrastructure Projects Corporation; or
  - g. the Municipal Finance Authority of British Columbia.
- III. Bonds, debentures, promissory notes, deposit receipts, deposit notes, certificates of deposit or investment, acceptances, commercial paper or similar instruments, issued, guaranteed or endorsed by:
  - a. a bank listed in Schedule I or II or a branch in Canada of an authorized foreign bank under the Bank Act (Canada);
  - b. a loan corporation or trust corporation registered under the Loan and Trust Corporation Act; or
  - c. a credit union to which the Credit Unions and Caisses Populaires Act, 1994 applies.
- IV. Bonds, debentures, promissory notes or other evidence of indebtedness, issued by a corporation that is incorporated under the laws of Canada or a province of Canada; or
- V. Promissory notes or commercial paper, other than asset-backed securities, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
- VI. A college is not to invest in a security under subsection IV or V above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:
  - “R-1 (high)” or “AAA” by Dominion Bond Rating Service Limited;
  - “Prime-1” or “Aaa” by Moody’s Investors Services Inc.;
  - “A-1+” or “AAA” by Standard and Poor’s; or
  - “F1+” or “AAA” by Fitch Ratings.
- VII. If an investment falls below the standard required in section VI, the college is to sell the investment within 90 days after the day the investment falls below the standard.

**CONSENT AGENDA**  
**Board of Governors *Public Meeting***

ACTION REQUIRED:  
Information   
Decision

**SUBJECT:** *Summer Authority for Board Decisions*  
**PRESENTED BY:** Governor Ross, Chair – Executive Committee

**SOURCE / BACKGROUND**

- Terms of Reference: Executive Committee

Board meetings are not scheduled for the months of July and August. With the Board's prior approval, the Executive Committee conducts the work of the Board during summer recess. This ensures that urgent matters which may arise during the summer months are handled.

**DISCUSSION / OPTIONS**

By-law 1-102, s. 31.4: *Motions passed by the Executive Committee have the force of a Board motion until ratified or repealed at the next subsequent meeting of the Board.*

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

N/A

**RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College grant the Executive Committee authority to act on behalf of the Board on decisions that must be taken between June 28, 2012 and the first full meeting of the Board in September 2012 with all such activity publicly reported at the September Board meeting.**

CONSENT AGENDA  
Board of Governors *Public Meeting*

ACTION REQUIRED:  
Information   
Decision

**SUBJECT: *Purchase Contracts Awarded***

A report to inform the Board of Governors of the purchase contracts (\$100,000 to \$499,000) awarded for the period October 1, 2011 through May 31, 2012.

**1. Toromont Industries Ltd.**

*Description:* Excavator  
*Contract Value:* \$131,121.81 tax included  
*Award Date:* November 22, 2011  
*# of Bidders:* 5

Bid Results:	Toromont Industries Ltd.	\$131,121.81 tax included
	Equipment Sales & Service Ltd.	\$135,600.00 tax included
	Strongco Limited – Volvo	\$142,154.00 tax included
	Strongco Limited – Case	\$145,770.00 tax included
	Nortrax Inc.	\$156,879.03 tax included

Tender awarded to the lowest bidder.

**2. Sandvik Mining & Construction Canada**

*Description:* Two (2) Top Hammer Drill Rigs  
*Contract Value:* \$397,760.00 tax included  
*Award Date:* December 06, 2011  
*# of bidders:* 2

Bid Results:	Sandvik Mining & Construction	\$397,760.00 tax included
	Geo Drilling Systems Ltd	\$431,660.00 tax included

Tender awarded to the lowest bidder.

**3. Mobile Drill International**

*Description:* Multi-Purpose Drill  
*Contract Value:* \$257,130.00  
*Award Date:* February 28, 2012  
*# of bidders:* 1

Bid Results:	Mobile Drill International	\$257,130.00 tax included
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Opportunity was posted on Merx. Only one (1) bid received. Tender awarded to the single bidder after bid was reviewed for reasonability with Fleming Drilling personnel.

**4. Oracle Corporation Canada Inc. – PeopleSoft Service Contract**

*Description:* Service Contract for PeopleSoft  
*Contract Value:* \$194,871.98  
*Award Date:* April 23, 2012

*Bid Results:* Oracle Corporation Canada Inc. \$194,871.98 tax included

Sole Source Award – There are no other support options for this solution that will provide updates and patches to our deployed PeopleSoft modules.

**5. Bell Mobility**

*Description:* Cell Phones/Blackberry Hardware and Services  
*Contract Value:* \$288,000 (over 3 years) estimate based on previous spend and volumes  
*Award Date:* March 12, 2012  
*Expiry Date:* March 11, 2015

*Bid Results:* Bid under the Ministry of Government Services Ontario, VOR -1021 Wireless Cellular/Paging Services and Devices.

Direct Award – Under the Ministry of Government Services VOR, available to Fleming as a BPS organization under a cooperative purchasing arrangement.

CONSENT AGENDA  
Board of Governors Public Meeting

ACTION REQUIRED:  
Information   
Decision

**SUBJECT: *Index of Correspondence for June 2012***

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

#### MINISTRY OF TRAINING, COLLEGES & UNIVERSITIES CORRESPONDENCE

Programs Approved for Funding:

- Human Service Foundations, Ontario College Certificate effective September 2013; approval of funding for this new, two semester program
- Project Management, Ontario College Graduate Certificate effective September 2012; approval of the proposed annual tuition fee of \$4,552 for this new, two semester high demand program

#### COLLEGE SYSTEM CORRESPONDENCE

*The College Dispatch*

- June 4, 2012 issue

*Inside ACCC*

- June 8, 2012 issue

From ACCC:

- Multiple news releases re the World Congress
- Multiple news releases re Awards of Excellence recipients
- June 7: ACCC's Education for Employment Program
- May 29: ACCC and Access Copyright Reach Agreement

#### FLEMING IN THE NEWS

Awards and Convocation 2012 Programs

Profiles on the 2012 Valedictorians and copies of the Valedictorian Addresses

Board of Governors Public Meeting

ACTION REQUIRED:

Information

Discussion/Decision

**SUBJECT:** *Financial Statements for 2011-2012*

**PRESENTED BY:** Governor Nesbitt, Chair – Audit Committee

- **RESOURCE:** Ms. Cameron, Vice-President Finance and Administration

**SOURCE / BACKGROUND**

- Audit Committee meeting of June 13, 2012
- Audited financial Statements dated March 31, 2012
- Executive Committee meeting of June 13, 2012
- Audited Financial Statements Operating Procedure under the Minister's Binding Policy Framework

The attached Financial Statements for 2011-2012 were reviewed by the Audit Committee.

**DISCUSSION / OPTION**

The statements for the period ended March 31, 2012 reflect a balance of \$1,309,200. It is recommended that the Board internally restrict an additional \$309,400 for future residence and other direct student services.

The audited financial statements require Board approval and submission to the Ministry; to meet the Ministry's submission deadline, the Executive Committee approved the statements on behalf of the Board based on the recommendation of the Audit Committee.

Motions passed by the Executive Committee have the force of a Board motion until ratified or repealed at the next subsequent meeting of the Board

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

**RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College internally restrict \$309,400 for the purpose of future residence and other direct student services.**

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Financial Statements for 2011-2012* indicating net assets at March 31, 2012 of \$12,100,365.**

**DRAFT #3**  
*May 17, 2012*

Financial Statements of

**SIR SANDFORD FLEMING  
COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

Year ended March 31, 2012

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Sir Sandford Fleming  
College of Applied Arts and Technology

We have audited the accompanying financial statements of Sir Sandford Fleming College of Applied Arts and Technology, which comprise the statement of financial position as at March 31, 2012, the statements of financial activities, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sir Sandford Fleming College of Applied Arts and Technology as at March 31, 2012, and its results of operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

**DRAFT**

Chartered Accountants, Licensed Public Accountants

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Toronto, Canada

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## *DRAFT* Statement of Financial Position

March 31, 2012, with comparative figures for 2011

	2012	2011
<b>Assets</b>		
Current assets:		
Cash	\$ 4,065,188	\$ 4,249,015
Short-term investments (note 2)	5,494,143	12,035,178
MTCU grants and reimbursements receivable	4,891,967	4,429,357
Accounts receivable	6,113,310	3,541,383
Inventory and prepaid expenses	704,808	582,945
Notes receivable (note 3)	478,587	378,000
	<u>21,748,003</u>	<u>25,215,878</u>
Restricted cash and investments for endowments, bursaries and other (notes 2 and 4)	8,140,785	7,117,418
Notes receivable (note 3)	65,799	890,636
Capital assets (note 5)	83,856,286	82,891,572
	<u>\$ 113,810,873</u>	<u>\$ 116,115,504</u>

	2012	2011
<b>Liabilities, Deferred Contributions and Net Assets</b>		
Current liabilities:		
Demand loan, 2.5% (note 9)	\$ 15,268,000	\$ —
Accounts payable and accrued liabilities	6,829,853	8,361,943
Accrued payroll and employee benefits	10,980,579	9,799,628
MTCU grants received in excess of entitlements	1,021,285	1,342,851
Deferred revenue	5,620,885	4,750,898
Current portion of long-term debt (note 9)	910,564	18,712,115
	<u>40,631,166</u>	<u>42,967,435</u>
Long-term debt (note 9)	1,983,298	966,863
Deferred derivative liability (note 9)	241,000	803,000
Employee future benefits (note 7)	1,119,000	1,057,000
	<u>3,343,298</u>	<u>2,826,863</u>
Deferred contributions:		
Bursaries and other	1,929,064	1,480,630
Deferred capital contributions (note 6)	55,806,980	57,953,257
	<u>57,736,044</u>	<u>59,433,887</u>
Net assets:		
Invested in capital assets (note 10)	10,657,333	6,177,467
Internally restricted (note 16)	1,309,200	999,800
Unrestricted net assets:		
Operating	1,680,833	6,285,973
Employee future benefits	(1,119,000)	(1,057,000)
Vacation pay accrual	(5,515,722)	(5,313,709)
Sick leave gratuity	(883,000)	(1,039,000)
Deferred derivative liability	(241,000)	(803,000)
	<u>(6,077,889)</u>	<u>(1,926,736)</u>
Restricted for endowment	6,211,721	5,636,788
	<u>12,100,365</u>	<u>10,887,319</u>
Commitments (note 17)		
	<u>\$ 113,810,873</u>	<u>\$ 116,115,504</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

\_\_\_\_\_  
Chair of the Board of Governors

\_\_\_\_\_  
President

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## *DRAFT* Statement of Financial Activities

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Revenue:		
MTCU grants and reimbursements	\$ 48,531,161	\$ 51,678,287
Student tuition	21,491,768	20,472,338
Other	13,964,812	12,565,310
Ancillary operations	3,862,767	3,872,093
Amortization of deferred capital contributions (note 6)	3,778,288	3,644,008
Adjustment to deferred derivative liability (note 9)	562,000	883,000
	<u>92,190,796</u>	<u>93,115,036</u>
Expenditures:		
Salaries	51,241,135	51,247,819
Benefits	10,285,301	10,027,426
Instructional support	5,471,509	5,521,810
Travel and professional development	1,220,845	1,378,574
Advertising	887,029	881,134
Telephone, legal and audit	1,046,870	1,022,594
Equipment maintenance	443,905	477,414
Plant and security	2,937,807	3,339,293
Rental and taxes	1,101,903	973,952
Utilities	2,228,481	2,235,918
Contract services and other	4,913,350	4,594,696
Bursaries	2,625,020	2,806,495
Supplementary	336,328	1,121,528
Interest on long-term debt	820,171	1,351,205
Amortization of capital assets (note 10)	6,058,029	5,822,288
	<u>91,617,683</u>	<u>92,802,146</u>
Excess of revenue over expenditures	<u>\$ 573,113</u>	<u>\$ 312,890</u>

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## DRAFT Statement of Changes in Net Assets

Year ended March 31, 2012, with comparative figures for 2011

	2012			2011	
	Invested in capital assets (note 10(a))	Internally restricted (note 16)	Restricted for endowment	Unrestricted	Total
Net assets, beginning of year	\$ 6,177,467	\$ 999,800	\$ 5,636,788	\$ (1,926,736)	\$ 10,887,319
Excess (deficiency) of revenue over expenditures (note 10(b))	(2,279,741)	-	-	2,852,854	573,113
Endowment contributions	-	-	574,933	-	574,933
Net change in investment in capital assets (note 10(b))	6,694,607	-	-	(6,694,607)	-
Donation of land	65,000	-	-	-	65,000
Interfund transfers (note 16)	-	309,400	-	(309,400)	-
<b>Net assets, end of year</b>	<b>\$ 10,657,333</b>	<b>\$ 1,309,200</b>	<b>\$ 6,211,721</b>	<b>\$ (6,077,889)</b>	<b>\$ 12,100,365</b>
					<b>\$ 10,887,319</b>

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## *DRAFT* Statement of Cash Flows

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenditures	\$ 573,113	\$ 312,890
Items not involving cash:		
Amortization of capital assets	6,058,029	5,822,288
Gain on disposal of capital assets	—	(97,307)
Amortization of deferred capital contributions	(3,778,288)	(3,644,008)
Sick leave gratuity	(156,000)	(237,000)
Employee future benefits	62,000	(6,000)
Deferred derivative liability	(562,000)	(883,000)
Donation of land	65,000	—
Donation of capital assets	(518,884)	(291,400)
	<u>1,742,970</u>	<u>976,463</u>
Change in non-cash operating working capital:		
MTCU grants and reimbursements receivable	(462,610)	4,875,509
Accounts receivable	(2,571,927)	(1,682,684)
Inventory and prepaid expenses	(121,863)	(85,456)
Accounts payable and accrued liabilities	(1,532,090)	(627,412)
Accrued payroll and employee benefits	1,336,951	(151,663)
MTCU grants received in excess of entitlements	(321,566)	(1,041,418)
Deferred revenue	869,987	579,617
	<u>(1,060,148)</u>	<u>2,842,956</u>
Financing activities:		
Deferred capital contributions	1,632,011	7,037,460
Deferred contributions, bursaries and other	448,434	366,971
Endowment contributions	574,933	915,611
Issuance of demand loan	15,615,000	—
Principal payments on long-term debt	(17,132,116)	(1,401,215)
	<u>1,138,262</u>	<u>6,918,827</u>
Investing activities:		
Invested in short-term investments, net	6,541,035	(1,884,727)
Increase in restricted cash and investments for endowments, bursaries and other	(1,023,367)	(1,282,582)
Purchase of capital assets	(6,503,859)	(8,290,960)
Proceeds on disposal of capital assets	—	97,307
Notes receivable	724,250	351,205
	<u>(261,941)</u>	<u>(11,009,757)</u>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## *DRAFT* Statement of Cash Flows (continued)

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Decrease in cash	(183,827)	(1,247,974)
Cash, beginning of year	4,249,015	5,496,989
Cash, end of year	\$ 4,065,188	\$ 4,249,015
Supplemental cash flow information:		
Interest paid	\$ 820,171	\$ 1,351,205

See accompanying notes to financial statements.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements

Year ended March 31, 2012

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Sir Sandford Fleming College (the "College") was established as a corporation without share capital, as set out in the Ontario Colleges of Applied Arts and Technology Act. The Corporations Act governs the corporate affairs of the College and became effective April 1, 2003. The College is principally involved in providing post-secondary educational services. Under the Income Tax Act (Canada), the College is considered a registered charity and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

## 1. Significant accounting policies:

### (a) Basis of accounting:

These financial statements are the representation of management and have been prepared in accordance with generally accepted accounting principles.

### (b) Revenue recognition:

The College follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases to net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

The College defers the portion of the delivery of programs and courses that takes place after March 31.



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 1. Significant accounting policies (continued):

- (c) Short-term investments and restricted cash and investments for endowments, bursaries and other:

Investments have been designated as held-for-trading and are recorded at fair value. The gain or loss arising from a change in fair value of investments for unrestricted investment income is included in excess of revenue over expenditures in the year in which it arises. Restricted investment income is recognized as revenue when related expenses are incurred.

- (d) Library books:

Library book purchases are recorded as an operating expenditure at the time of purchase.

- (e) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expenditure. Betterments which extend the estimated life of an asset are capitalized. Capital assets are amortized on a straight-line basis using the following annual rates:

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Buildings	2-1/2%
Site improvements	10%
Furniture and equipment	20%
Computer equipment	33-1/3%
Residence furniture	6-2/3%
Fibre optic system	5%
Enterprise Resource Planning System	14%
Leasehold improvements	Over term of lease
Sport and Wellness Centre	Over term of lease

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Construction in progress is not amortized until it is available for use.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 1. Significant accounting policies (continued):

### (f) Accumulated sick leave credits:

The College is liable to pay 50% of an employee's accumulated sick leave credits on termination or retirement after 10 years of service. This program to accumulate sick leave credits ceased for employees hired after March 31, 1991.

Accrued payroll and employee benefits include an amount of \$883,000 (2011 - \$1,039,000) for sick leave accruals.

### (g) Long-term debt:

The College has designated its long-term debt as held-for-trading and, as such, it is recorded at fair value. The fair value of the debt approximates its carrying value as the interest rate is similar to the interest rate currently available to the College.

### (h) Derivative financial instruments:

Derivative financial instruments are utilized by the College in the economic management of its interest rate exposure. The College does not enter into derivative financial instruments for trading or speculative purposes. The College uses interest rate swap agreements to economically manage the floating interest rate of a portion of the debt portfolio and the related overall cost of borrowing. These instruments are not designated as hedges for accounting purposes and are carried on the statement of financial position, under the caption deferred derivative liability, at estimated fair market value. Realized and unrealized gains or losses arising from net payments made or received and changes in fair value related to the interest rate swap agreements are recognized in the statement of financial activities in the year of the change.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 1. Significant accounting policies (continued):

### (i) Employee future benefits:

The cost of post-retirement benefits is recognized over the periods in which the employees render services to the College in return for the benefits. The accrued benefit obligation and the current service cost were actuarially determined using the projected benefit method prorated on service and based on management's assumptions.

### (j) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the year. These estimates and assumptions are based on management's historical experience, best knowledge of current events and actions that the Board of Governors ("Board") may undertake in the future. Significant accounting estimates include allowance for doubtful accounts and estimated useful lives of capital assets. Actual results could differ from those estimates.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

**2. Short-term investments and restricted cash and investments for endowments, bursaries and other:**

	2012		2011	
	Market value	Cost	Market value	Cost
Money market	\$ 379,238	\$ 379,238	\$ 113,309	\$ 113,309
Fixed income	11,953,366	11,750,758	18,142,976	18,042,686
Canadian equity	1,302,324	1,252,845	560,258	487,859
Global equity	—	—	336,053	305,337
	<b>\$ 13,634,928</b>	<b>\$ 13,382,841</b>	<b>\$ 19,152,596</b>	<b>\$ 18,949,191</b>

Fair values of investments are determined as follows:

Bonds and equities are valued at year-end quoted market prices, where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

Guaranteed investment certificates, term deposits maturing after a year, mortgages and real estate debentures are valued at the present value of estimated future cash flows discounted at interest rates in similar type, quality and maturity.

The associated risks with the investments are as follows:

(a) Liquidity risk:

Money market investments represent instruments in highly liquid investments that are readily converted into known amounts of cash.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 2. Short-term investments and restricted cash and investments for endowments, bursaries and other (continued):

### (b) Credit, interest rate and maturity risks:

Fixed income securities have yields varying from 1.3% to 7.4% (2011 - 1.0% to 7.7%) with maturity dates ranging from April 9, 2012 to January 15, 2027 (2011 - April 7, 2011 to January 15, 2027). The value of fixed income securities will generally rise if interest rates fall and fall if interest rates rise. The value of securities will vary with developments within the specific companies or governments which issue the securities.

### (c) Equity risk:

The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. Changes in interest rates may also affect the value of equity securities.

### (d) Foreign exchange risk:

The value of securities denominated in a currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

## 3. Notes receivable:

The notes receivable balance includes \$108,587 (2011 - \$449,830) and \$435,799 (2011 - \$818,806) due from the Student Association, Frost Campus ("SA") and from the Sir Sandford Fleming College Student Administrative Council, Peterborough Campus ("SAC"), respectively.

The funds were utilized by SA to construct a Student Centre at the Frost Campus and by SAC for their contribution to The Peterborough Sport and Wellness Centre construction.

# **SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

***DRAFT*** Notes to Financial Statements (continued)

Year ended March 31, 2012

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### **3. Notes receivable (continued):**

The notes receivable bear interest at the average interest rate earned on the College bank account of 1.25% (2011 - 1.0%). The repayments will vary year to year as the Building Fund Fee is based on enrolment at the respective campuses. The repayment period will continue indefinitely until the balances of the notes receivable plus accrued interest are fully paid. The current portions of the notes receivable are estimated by using the repayments, net of projected interest received during the year.

Total interest earned during the year is \$15,993 (2011 - \$16,617) and principal repayments received during the year totalled \$724,250 (2011 - \$367,822).

### **4. Restricted cash and investments for endowments, bursaries and other:**

Cash and investments in the amount of \$8,140,785 (2011 - \$7,117,418) are restricted as to use and are not available for general operations. Fair value is described in note 2.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 5. Capital assets:

			2012	2011
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 2,424,937	\$ –	\$ 2,424,937	\$ 2,359,937
Buildings	104,547,160	35,198,459	69,348,701	67,990,014
Site improvements	3,726,370	2,354,852	1,371,518	1,692,897
Furniture and equipment	19,337,501	14,233,384	5,104,117	3,928,433
Computer equipment	6,754,115	5,712,384	1,041,731	1,580,051
Residence furniture	1,086,301	764,348	321,953	394,373
Fibre optic system	1,560,459	580,648	979,811	1,057,833
Enterprise Resource Planning System	3,888,562	3,208,613	679,949	1,226,539
Leasehold improvements	883,822	434,786	449,036	477,512
Sport and Wellness Centre	2,470,079	335,546	2,134,533	2,183,983
	<b>\$ 146,679,306</b>	<b>\$ 62,823,020</b>	<b>\$ 83,856,286</b>	<b>\$ 82,891,572</b>

The total capital asset additions purchased and donated during the year was \$7,022,743 (2011 - \$8,582,360). The Ministry of Training, Colleges and Universities ("MTCU") contributed \$488,165 (2011 - \$6,837,704), the federal government \$141,456 (2011 - \$64,273), private companies \$459,765 (2011 - \$291,400), fundraising \$666,173, (2011 - \$119,350), Frost Student Association \$98,953 (2011 - \$230,149) and internal funds \$5,168,232 (2011 - \$1,039,484).

Included in buildings and leasehold improvements is capital in progress in the amount of \$1,965,111 (2011 - \$2,103,050) and \$80,347 (2011 - nil), respectively.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 6. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of financial activities. The changes in the deferred capital contributions balance are as follows:

	2012	2011
Balance, beginning of year	\$ 57,953,257	\$ 54,559,805
Less amounts amortized to revenue	3,778,288	3,644,008
	54,174,969	50,915,797
Contributions received for capital purposes	1,632,011	7,037,460
Balance, end of year	\$ 55,806,980	\$ 57,953,257

As at March 31, 2012, there was \$769,889 (2011 - \$918,130) of deferred capital contributions received that were not spent.

## 7. Employee future benefits other than pension:

The College pays certain benefits on behalf of its retired employees in addition to pension (note 8). As well, current employee compensated absence for short-term disability and maternity leave benefits are included. Information regarding the College's liability is as follows:

	2012	2011
Balance, beginning of year	\$ 1,057,000	\$ 1,063,000
Employee future benefits expense (income)	62,000	(6,000)
Balance, end of year	\$ 1,119,000	\$ 1,057,000

A discount rate of 4.20% was used as the actuarial assumption in the valuation of retired employee benefits. Compensated absences are not actuarially determined.



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 8. Pension plan:

Employees of the College are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of the Colleges of Applied Arts and Technology in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2012 indicated an actuarial surplus of \$154 million. In 2012, the College's contributions amounted to \$4,530,523 (2011 - \$4,391,598) to the Plan.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

## 9. Long-term debt:

	2012	2011
Lindsay Student Residence loan, payable \$26,701 monthly, including interest at 4.514%, due June 2015, secured by specific property	\$ 966,862	\$ 1,236,978
Less principal repayments due within one year	282,564	270,115
	<u>684,298</u>	<u>966,863</u>
Brealey Student Residence loan payable, secured by specific property	–	15,917,000
Less principal repayment due within one year	–	15,917,000
	<u>–</u>	<u>–</u>
The Peterborough Sport and Wellness Centre loan payable, secured by specific property	1,212,000	1,269,000
Less principal repayment due within one year	59,000	1,269,000
	<u>1,153,000</u>	<u>–</u>
Enterprise Resource Planning System loan payable, secured by specific property	715,000	1,256,000
Less principal repayment due within one year	569,000	1,256,000
	<u>146,000</u>	<u>–</u>
	<u>\$ 1,983,298</u>	<u>\$ 966,863</u>

The College has entered into interest rate swaps for the Brealey Student Residence, The Peterborough Sport and Wellness Centre and the Enterprise Resource Planning System. The fair values of the interest rate swaps have been recorded as a deferred derivative liability.

The swap for the Brealey Student Residence had a total notional value of \$20,000,000. The swap agreement expired on October 31, 2011. The Brealey Student Residence loan also matured on October 31, 2011, and was converted to a demand loan, at an interest rate of bank prime minus 0.5%. Total amount outstanding as of March 31, 2012 is \$15,268,000 and is included in current liabilities on the statement of financial position. It is the College's intent to refinance this loan with the Ontario Financing Authority in fiscal 2013.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 9. Long-term debt (continued):

The Peterborough Sport and Wellness Centre swap has a notional value of \$1,500,000, whereby that portion of the loan payable is fixed at 5.49%, inclusive of the stamping fee. Principal repayments are due quarterly with the swap agreement expiring on June 13, 2026. The fair value of this swap liability is \$222,500 (2011 - \$125,456).

The Enterprise Resource Planning System swap has a notional value of \$3,500,000, whereby that portion of the loan payable is fixed at 5.35%, inclusive of the stamping fee. Principal repayments are due quarterly with the swap agreement expiring on June 13, 2013. The fair value of this swap liability is \$18,500 (2011 - \$46,544).

The principal repayments due in the next five years and thereafter are as follows:

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2013	\$ 910,564
2014	503,586
2015	375,209
2016	148,503
2017	73,000
Thereafter	883,000
	<hr/>
	\$ 2,893,862

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# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

## 10. Net assets invested in capital assets:

(a) Net assets invested in capital assets represent the following:

	2012	2011
Capital assets, at cost (note 5)	\$ 146,679,306	\$ 141,793,488
Accumulated amortization (note 5)	(62,823,020)	(58,901,916)
Long-term debt:		
Long-term portion (note 9)	(1,983,298)	(966,863)
Current portion (note 9)	(910,564)	(18,712,115)
Demand loan	(15,268,000)	-
Deferred contributions related to capital assets (note 6)	(55,037,091)	(57,035,127)
<b>Balance, end of year</b>	<b>\$ 10,657,333</b>	<b>\$ 6,177,467</b>

(b) The change in net assets invested in capital assets is calculated as follows:

	2012	2011
Excess (deficiency) of revenue over expenditures:		
Amortization of deferred capital contributions	\$ 3,778,288	\$ 3,644,008
Amortization of capital assets	(6,058,029)	(5,822,288)
Gain on disposal of capital assets	-	97,307
	<b>\$ (2,279,741)</b>	<b>\$ (2,080,973)</b>
Net change in investment in capital assets:		
Donated and purchased capital assets	\$ 6,957,743	\$ 8,582,360
Proceeds on disposal of capital assets	-	(97,307)
Amounts funded by deferred capital contributions	(1,780,252)	(7,542,874)
Issuance of demand loan	(15,615,000)	-
Repayment of long-term debt	17,132,116	1,401,215
	<b>\$ 6,694,607</b>	<b>\$ 2,343,394</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 11. Investment income:

Investment income earned and recorded as other revenue in the statement of financial activities is calculated as follows:

	2012	2011
Unrestricted resources	\$ 183,887	\$ 147,423
Endowment funds	189,790	137,355
	<u>\$ 373,677</u>	<u>\$ 284,778</u>

## 12. Fair values of financial instruments:

Cash, MTCU grants and reimbursements receivable, accounts receivable, accounts payable and accrued liabilities and accrued payroll and employee benefits are designated as held-for-trading. Their carrying values approximate their fair values due to the relatively short period to maturity of these financial instruments. The fair value of the notes receivable is not determinable as the repayment amounts fluctuate each year and the maturity date is not known.

Fair values of investments are as disclosed in note 2.

The College is exposed to interest rate risk on the financing of the Wellness Centre and the Enterprise Resource Planning System. The swaps have been recorded at their fair values, as described in note 9.

Each of the swaps was entered into with a highly rated counterparty, consistent with the College's risk management objectives.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 13. Ontario Student Opportunity Trust Funds:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund Phase 1 and Phase 2 ("OSOTF") matching program to award student aid as a result of raising an equal amount of endowed donations.

The College has recorded the following amounts under the OSOTF programs:

### (a) OSOTF - Phase 1:

Schedule of changes in endowment fund balance:

	2012	2011
Fund balance, beginning of year	\$ 1,418,097	\$ 1,417,739
Preservation of capital	103	358
<b>Fund balance, end of year</b>	<b>\$ 1,418,200</b>	<b>\$ 1,418,097</b>

Schedule of changes in expendable funds available for awards:

	2012		2011	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 247,216	\$ 164,910	\$ 222,860	\$ 171,650
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	74,875	63,291	89,356	58,260
Bursaries awarded (2012 - 81; 2011 - 88)	(62,925)	(62,925)	(65,000)	(65,000)
<b>Balance, end of year</b>	<b>\$ 259,166</b>	<b>\$ 165,276</b>	<b>\$ 247,216</b>	<b>\$ 164,910</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 13. Ontario Student Opportunity Trust Funds (continued):

(b) OSOTF - Phase 2:

Schedule of changes in endowment fund balance:

	2012	2011
Fund balance, beginning of year	\$ 473,262	\$ 473,096
Preservation of capital	44	166
<b>Fund balance, end of year</b>	<b>\$ 473,306</b>	<b>\$ 473,262</b>

Schedule of changes in expendable funds available for awards:

	2012		2011	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 60,332	\$ 45,282	\$ 48,644	\$ 44,872
Realized investment income, net of direct investment- related expenses and preservation of capital contributions	15,544	10,760	30,303	19,025
Bursaries awarded (2012 -17; 2011 - 18)	(20,350)	(20,350)	(18,615)	(18,615)
<b>Balance, end of year</b>	<b>\$ 55,526</b>	<b>\$ 35,692</b>	<b>\$ 60,332</b>	<b>\$ 45,282</b>

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 14. Ontario Trust for Student Support:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Trust for Student Support ("OTSS") matching program to award student aid.

Schedule of donations received during the year:

	2012	2011
Cash donations matched	\$ 226,996	\$ 276,443

Schedule of changes in endowment fund balances during the year:

	2012	2011
Fund balance, beginning of year	\$ 3,238,452	\$ 2,389,637
Eligible cash donations received in compliance with the November 2005 Program Guidelines and Reporting Requirements	226,996	276,443
Matching funds received/receivable from MTCU in 2010/11	347,509	561,699
Preservation of capital	10	73
Matching funds receivable from MTCU, other	-	10,600
Fund balance, end of year	\$ 3,812,967	\$ 3,238,452



# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 14. Ontario Trust for Student Support (continued):

Schedule of changes in expendable funds available for awards:

	2012		2011	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 177,666	\$ 104,381	\$ 133,239	\$ 56,206
Realized investment income, net of direct investment- related expenses and preservation of capital contributions	143,448	134,198	86,417	90,165
Bursaries awarded (2012 - 122; 2011 - 66)	(89,090)	(89,090)	(41,990)	(41,990)
Balance, end of year	\$ 232,024	\$ 149,489	\$ 177,666	\$ 104,381

## 15. Fleming College Foundation:

Fleming College Foundation (the "Foundation") was established to raise funds for the use of the College. The Foundation was incorporated under the Canada Corporations Act and is a registered charity under the Income Tax Act (Canada).

As defined by The Canadian Institute of Chartered Accountants' ("CICA") Accounting Standards Board's accounting recommendations for not-for-profit organizations, the College controls the Foundation operations. In that they have common board members controlling both entities. Control became effective April 1, 2011, when the Board composition changed.

The Foundation's financial statements have not been consolidated in the College's financial statements. Separate financial statements of the Foundation are available upon request.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

## 15. Fleming College Foundation (continued):

Financial summaries of the Foundation as at and for the year ended March 31 are as follows:

	2012	2011
<b>Financial position</b>		
Total assets	\$ 70,947	\$ 140,301
Total liabilities	6,163	5,301
<b>Fund balances</b>	<b>\$ 64,784</b>	<b>\$ 135,000</b>
<b>Results of operations</b>		
Total revenue	\$ 19,669	\$ 831,654
Total expenses and bursaries	5,358	533,181
Transfers to Fleming College	84,527	659,792
<b>Excess of expenditures over revenue</b>	<b>\$ (70,216)</b>	<b>\$ (361,319)</b>

The net resources of the Foundation amount to \$64,784 (2011 - \$135,000), of which \$55,000 (2011 - \$120,000) is restricted.

The Foundation transferred the majority of its assets to the College at the end of the prior fiscal year and the majority of the fundraising was carried out by the College in the 2011/12 fiscal. Throughout the year, minimal administrative costs were absorbed by the College related to the Foundation's activity (2011 - \$403,450).

The College received from the Foundation during the year \$65,000 in land and transfers of \$19,327 for OTSS (2011 - \$266,443).

The balance due from the Foundation is \$810 (2011- nil) and the balance due to the Foundation is nil (2011 - \$4,542).

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**DRAFT** Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 16. Internally restricted net assets:

	2012	2011
Residence and other direct student services	\$ 1,309,200	\$ 999,800

Internally restricted net assets represent funds restricted by Board motion. Board approval is required for expenditures. On June 13, 2012, the Board approved a transfer of \$309,400 from unrestricted to internally restricted net assets for the purpose of residence.

## 17. Commitments:

The College is designing the Kawartha Trade and Technology Centre ("KTTC"), an addition to its Sutherland Campus. The College entered into two agreements during the year for architectural services with Perkins + Will Canada at a total cost of \$917,004. The first contract relates to the design of the KTTC and is expected to be completed by July 2012 at a total cost of \$348,249. During the year, the College has spent \$127,810 resulting in a commitment as at March 31, 2012 of \$220,439. The second contract will span the construction period and is expected to be completed during fiscal year 2013/14 at a total cost of \$568,755. During the year, the College has spent \$23,784, resulting in a commitment as at March 31, 2012 of \$544,971.

The College entered into an agreement during the year to purchase a Multi-purpose drill. The drill is expected to be received during the 2012/2013 fiscal year at a total cost of \$265,898. During the year, the College has spent \$79,769, resulting in a commitment at March 31, 2012 of \$186,129.

# SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*DRAFT* Notes to Financial Statements (continued)

Year ended March 31, 2012

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## 17. Commitments (continued):

The College is committed to the following operating lease payments in each of the following years:

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2013	\$ 663,849
2014	572,087
2015	283,957
2016	239,819
2017	44,854

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## 18. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

Board of Governors Public Meeting

ACTION REQUIRED:  
Information   
Discussion/Decision

**SUBJECT:** *Peterborough Sport and Wellness Centre*

**PRESENTED BY:** Dr. Tilly, College President

- **RESOURCE:** Mr. Meadwell, Executive Director – Student Services

**SOURCE / BACKGROUND**

- Operating Agreement, dated June 2, 2003; revised September 10, 2007; amended September 13, 2010
- Committee Terms of Reference: June 5, 2002 as a project committee; revised November 23, 2005 as an operations committee
- Peterborough Sport and Wellness Centre Steering Committee for Operations meeting June 1, 2012
- Executive Committee meeting of June 13, 2010

The Land Lease Agreement, dated September 16, 2002, stipulated that a steering committee be established to oversee the development of the City of Peterborough/Fleming College project, the Peterborough Sport and Wellness Centre; it also defined membership of this committee and acknowledged the need for an operating agreement. The terms and conditions by which the partners agreed to operate the Centre were defined in the Operating Agreement.

**DISCUSSION / OPTIONS**

During the project phase of the Centre, the Steering Committee was very active, meeting monthly. Once the project was completed, the need to meet was not as great, and it evolved into a steering committee for operations.

There are no longer ongoing matters that need to be addressed at the steering committee level. The committee has fulfilled its intended purpose.

The steering committee endorsed a series of recommendations proposed by the Centre's Management Team. These are to dissolve the Steering Committee and replace it with an operations management committee, the PSWC Administrative Committee (comprised of the Director of Community Services for the City, the Manager of the Centre (shared), and the Executive Director of Student Services for the College); to refer operational matters for which the Administrative Committee require direction to the City's Arenas Parks and Recreation Advisory Committee and the College's senior leadership team; and to use the City/College Liaison Committee as the conduit for matters where the Administrative Committee require direction corporately.

These recommendations have also been submitted to City Council, for approval.

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

None associated with the dissolution of the Steering Committee. However, an amended Operating Agreement between the City and the College reflecting these changes would be required.

The City/College Liaison Committee functions as an ad hoc committee, with Governor and City Council representatives along with key senior staff meeting when necessary. The mandate of the

Liaison Committee (accepted December 1992) is *to provide an on-going opportunity for dialogue and sharing of information between the College and the City and, where necessary, the resolution of issues.* It is not a formal committee and the liaison role could easily be incorporated into the terms of reference of an existing Board Committee.

## **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College dissolve the Peterborough Sport and Wellness Centre Steering Committee for Operations; in doing so, the Board of Governors confirms its support for the creation of an administrative committee where operational matters would be referred to the College's Executive Leaders Team, and corporate matters would be referred to the designated Board Committee assigned the liaison responsibility.**

**Board of Governors Public Meeting**

ACTION REQUIRED:  
Information   
Discussion/Decision

**SUBJECT:** *New Program – Trades and Technology Fundamentals*  
**PRESENTED BY:** Governor Maki, Chair – Academic and Student Affairs Committee  
• **RESOURCE:** Mr. Harvey, Vice-President Academic

**SOURCE / BACKGROUND**

*Links with College Strategic Priority #1 and #4*

*Links with Board Objective #1*

- New Program Development and Approval Process, endorsed by the Board January 26, 2011
- Academic Planning and Development Committee – June 13, 2012
- Academic and Student Affairs Committee – June 13, 2012

**DISCUSSION / OPTIONS**

**Credential:** *Ontario College Certificate*  
**Program Length:** 2 semesters  
**School:** Business, Trades and Technology  
**Proposed Start Date:** Fall 2013

Many students have little awareness of the employment opportunities available within the trades and technology area, as many school boards no longer offer trades or technology courses. This has a direct impact on students choosing related programming at the college level. The program has been designed to provide students with exposure to the trades and technology area and increase their confidence and capabilities in the mathematics and science requirements related to these fields.

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

The program may attract non-traditional learners who may not choose a dedicated certificate or diploma program in a specific trade or technology.

The program will offer dual credit opportunities for high school students which may have an impact on enrolment in related programs. Pathway, dual diploma opportunities exist.

Attached, for information, are the Executive Summary and Financial Projection documents from the program proposal.

**RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Certificate in Trades and Technology Fundamentals* for September 2013, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.**

## **Executive Summary**

### **Proposal to Offer an Ontario College Certificate in Trades and Technology Fundamentals**

This proposal is to offer an Ontario College Certificate in Trades and Technology Fundamentals. This proposal is timely with the planning and building of the Kawartha Trades and Technology Centre.

Many secondary schools are unable to offer as much choice or breadth of course offerings in the trades and technology areas for students as they might like to if resources to create specialized labs were not such a limiting factor. As a result, many students do not choose a trades or technology programs at the college-level because they have less awareness of the type of technology and trades jobs that exist today. Jobs in both construction trades and several technology areas are increasing and several areas will actually experience a lack of trained workers in the near future. Without more exposure to these areas, students are less likely to go into these fields.

The program has been designed with two main goals; to provide an exploratory program where students can experience the areas of trades and technology that are offered at Fleming and secondly, to increase student confidence and capability in some of the mathematics and science requirements required in the field. This program may also attract non-traditional learners who otherwise, may not choose a dedicated certificate or diploma program in a specific trade or technology. This program also underscores the interrelatedness of trades and technology in the global workplace. The program also offers dual credit opportunities for high school students which may also increase enrolment in Fleming's related programs. This program offers many paths for learners and also increases the graduates' abilities to earn double diplomas, a strategic goal of the college.

While the goal of this program is not for direct employment, increases in job opportunities exist in both the trades and technology fields. Programs of this nature provide ways for students to pathway into other diplomas and certificate programs and find employment upon completion. The advantages this graduate would have after completing this new certificate are safety training and certifications and basic knowledge and skills using a variety of tools.



# Sir Sandford Fleming College - Program Costing

## Program Name: Trades and Technology Fundamentals

Net Tuition (per semester)	\$	1,159
BOG (per yr)	\$	4,300
Attrition		20%
WFU		1.20

(All values expressed in current dollars)

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18	Year 7 2018/19
Semester 1 Enrolment	25	30	35	35	35	35	35
Semester 2 Enrolment	20	24	28	28	28	28	28
<b>Total Enrolment</b>	<b>45</b>	<b>54</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>

### Revenues

Tuition Fees	\$	52,153	\$	62,584	\$	73,014	\$	73,014	\$	73,014	\$	73,014	\$	73,014
MTCU Operating Grant Received		-		-		38,700		85,140		139,320		154,800		162,540
<b>Total</b>		<b>52,153</b>		<b>62,584</b>		<b>111,714</b>		<b>158,154</b>		<b>212,334</b>		<b>227,814</b>		<b>235,554</b>

### Expenses

Academic Direct		107,618		107,618		107,618		107,618		107,618		107,618		107,618
Program Coordinator		24,738		24,738		24,738		24,738		24,738		24,738		24,738
Course Supplies @ \$250 per student		11,250		13,500		15,750		15,750		15,750		15,750		15,750
Dean & Other academic costs		3,025		3,630		6,479		9,173		12,315		13,213		13,662
<b>Total</b>	\$	<b>146,631</b>	\$	<b>149,486</b>	\$	<b>154,586</b>	\$	<b>157,280</b>	\$	<b>160,422</b>	\$	<b>161,320</b>	\$	<b>161,769</b>

<b>Net Contribution or (Cost) of Proposed New Program before Overheads</b>		(94,478)		(86,903)		(42,872)		875		51,913		66,495		73,786
<b>Contribution %</b>		(181.2%)		(138.9%)		(38.4%)		0.6%		24.4%		29.2%		31.3%
<b>Startup and Replacement Capital Costs Development Costs</b>		0		15,000										
<b>College Overhead</b>		18,384		22,061		39,379		55,749		74,848		80,305		83,033
<b>Net Contribution or (Cost) of Proposed New Program</b>		<b>(\$127,862)</b>		<b>(\$108,963)</b>		<b>(\$82,251)</b>		<b>(\$54,875)</b>		<b>(\$22,935)</b>		<b>(\$13,810)</b>		<b>(\$9,247)</b>

<b>Cumulative Cash Flow Excluding Overhead</b>		<b>(\$109,478)</b>		<b>(\$196,381)</b>		<b>(\$239,252)</b>		<b>(\$238,377)</b>		<b>(\$186,465)</b>		<b>(\$119,970)</b>		<b>(\$46,185)</b>
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### Assumptions:

1. Dean and other academic administrative expenses allocated at 5.8% of revenue
2. Academic delivery costs are comprised of approximately 50% FT Faculty and 50% Contract Faculty
3. College overhead is allocated at 35.25% of revenue
4. Normal tuition gross of \$1264.45 Sept 1/12 per semester

**Board of Governors Public Meeting**

ACTION REQUIRED:  
Information   
Discussion/Decision

**SUBJECT:** *New Program – Aquaculture*

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

- **RESOURCE:** Mr. Harvey, Vice-President Academic

**SOURCE / BACKGROUND**

*Links with College Strategic Priority #1 and #4*

*Links with Board Objective #1*

- New Program Development and Approval Process, endorsed by the Board January 26, 2011
- Academic Planning and Development Committee – June 13, 2012
- Academic and Student Affairs Committee – June 13, 2012

**DISCUSSION / OPTIONS**

**Credential:** *Ontario College Graduate Certificate*

**Program Length:** 3 semesters

**School:** Environmental and Natural Resource Sciences

**Proposed Start Date:** Fall 2013

The expanded growth of aquaculture, nationally and internationally, presents Fleming College with a timely opportunity to re-engage in aquaculture training.

The program is a natural complement to the popular Fish and Wildlife Technician/Technology programs at the Frost Campus.

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

No one-year post-grad certificate, or two-year aquaculture technician program exist within the province.

The program aligns well with the School's strategy to offer leading edge programming in water (and related) programming and will enhance the Frost Campus as a destination campus for students.

Attached, for information, are the Executive Summary and Financial Projection documents from the program proposal.

**RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Ontario College Graduate Certificate in Aquaculture* for September 2013, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.**

## **Executive Summary**

### **Proposal to Offer an Ontario College Graduate Certificate in Aquaculture**

This proposal recommends that Fleming College develop and introduce a one year Ontario College Graduate Certificate in Aquaculture.<sup>1</sup> Fleming College is well equipped to offer the program by integrating key elements of the program into the exiting on-site hatchery operations.

Worldwide, the importance and growth of aquaculture as a solution to the growing demand for marine and freshwater aquatic products is significant, particularly as naturally occurring stocks decline and concerns for food safety and security escalate.

Despite the high growth in demand, the Canadian aquaculture industry faces a number of challenges which have resulted in the need for enhanced skill sets among the aquaculture workforce. These challenges include increased compliance pressures from regulatory bodies and significant calls for shifts towards more sustainable ecological practices. Like most agricultural sectors, market pressures require that aquaculture producers adopt newer technologies and processes to be more productive and efficient. This trend has made it difficult for new start-up operations who struggle to innovate. This dilemma is particularly evident in Ontario where demand far exceeds production. Currently, Ontario represents only 3% of Canadian aquaculture production, There is tremendous opportunity for growth.

Aquaculture producers are in need of employees who are able to cope with and handle increased and varied levels of responsibility that go beyond technical skills. Increased interactions with the community, more complex technologies, and added emphasis on efficiencies, require that employees are much more informed and capable of assuming additional responsibilities over time.

Several post-secondary institutions offer technician programs(college level) and a few universities offer degree programs (primarily research oriented), yet there are no programs that focus primarily on aquaculture operations and business practices, an area where employers seem to have the greatest need..

An Aquaculture program is a natural complement to the highly respected and popular Fish and Wildlife Technician and Technology programs at Fleming College. In addition, the proposed program fits with well the School of Environmental and Natural Resources Sciences strategy to offer leading edge programming in water and related programming.

1. The science, art, and business of cultivating marine or freshwater food fish or shellfish, such as oysters, clams, salmon, and trout, under controlled conditions.  
Source: <http://www.thefreedictionary.com/aquaculture>

## Sir Sandford Fleming College - Program Costing

Program Name: Aquaculture Ontario College Graduate Certificate

Net Tuition (per semester)	\$ 2,512
BOG (per yr)	\$ 4,300
Attrition	0%
WFU per FTE	1.40

(All values expressed in current dollars)

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18
Semester 1 Enrolment	30	30	30	30	30	30
Semester 2 Enrolment	30	30	30	30	30	30
Total Enrolment	60	60	60	60	60	60

### Revenues

Tuition Fees	\$ 150,715	\$ 150,715	\$ 150,715	\$ 150,715	\$ 150,715	\$ 150,715
MTCU Operating Grant Received	-	-	60,200	120,400	180,600	180,600
Co-Op Fees						
<b>Total</b>	<b>150,715</b>	<b>150,715</b>	<b>210,915</b>	<b>271,115</b>	<b>331,315</b>	<b>331,315</b>

### Expenses

Academic Direct	68,269	68,269	68,269	68,269	68,269	68,269
Program Coordinator	24,163	24,163	24,163	24,163	24,163	24,163
Technician	91,478	91,478	91,478	91,478	91,478	91,478
Field Trips - full recovery	-	-	-	-	-	-
Course Supplies @ \$200	12,000	12,000	12,000	12,000	12,000	12,000
Dean & Other academic costs	8,741	8,741	12,233	15,725	19,216	19,216
<b>Total</b>	<b>\$ 204,651</b>	<b>\$ 204,651</b>	<b>\$ 208,143</b>	<b>\$ 211,634</b>	<b>\$ 215,126</b>	<b>\$ 215,126</b>

<b>Net Contribution or (Cost) of Proposed New Program before Overheads</b>	(53,937)	(53,937)	2,772	59,480	116,189	116,189
<b>Contribution %</b>	(35.8%)	(35.8%)	1.3%	21.9%	35.1%	35.1%
<b>Equipment, renovations, pond Development Costs</b>	50,000	24,000				
<b>College Overhead</b>	53,127	53,127	74,347	95,568	116,788	116,788
<b>Net Contribution or (Cost) of Proposed New Program</b>	<b>(\$181,063)</b>	<b>(\$107,063)</b>	<b>(\$71,576)</b>	<b>(\$36,088)</b>	<b>(\$600)</b>	<b>(\$600)</b>

<b>Cumulative Cash Flow Excluding Overhead</b>	<b>(\$127,937)</b>	<b>(\$181,873)</b>	<b>(\$179,101)</b>	<b>(\$119,621)</b>	<b>(\$3,432)</b>	<b>\$112,757</b>
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### Assumptions:

1. Dean and other academic administrative expenses allocated at 5.8% of revenue
2. Academic delivery costs are calculated based on 60% full time and 40% contract. New hire cost only partially included.
3. College overhead is allocated at 35.25% of revenue
4. Gross tuition of \$5931 per year (+ fees) same as Sustainable Agriculture

**Board of Governors Public Meeting**

ACTION REQUIRED:

Information

Discussion/Decision

**SUBJECT:** *Program Modification – Collections Conservation and Management*

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

- **RESOURCE:** Mr. Harvey, Vice-President Academic

**SOURCE / BACKGROUND**

*Links with College Strategic Priority #1 and #4*

*Links with Board Objective #1*

- New Program Development and Approval Process, endorsed by the Board January 26, 2011
- Academic Planning and Development Committee – June 13, 2012
- Academic and Student Affairs Committee – June 13, 2012

**DISCUSSION / OPTIONS**

**Credential:** *Ontario College Graduate Certificate*

**School:** Law, Justice and Community Services

**Proposed Start Date:** Fall 2013

Currently offered at the diploma level, the program is better suited as a graduate certificate offering in light of the nature and complexity of the work. The modification also aligns program outcomes and level of learning and will also align with the Museum Management and Curatorship program.

Students enrolling in the program are primarily university graduates. Few students enter the program directly from high school.

**FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

The program will require a name change to differentiate itself from the current two-year diploma program. The Program Advisory Committee, in consultation with the Credentials Validation Service, will seek an appropriate title from the options being considered.

**RECOMMENDATION**

**THAT** the Board of Governors of Sir Sandford Fleming College approve the program modification regarding the *Ontario College Graduate Certificate in Collections Conservation and Management* for September 2013, for forwarding to the Ministry of Training, Colleges and Universities for funding approval.

Board of Governors Public Meeting

ACTION REQUIRED:

Information

Discussion/Decision

SUBJECT: *College Policies*

**#1-105– *College and Community Recognition and Awards***

**#1-106 – *Naming of College Features and Resources***

**#8-801: *Gift Acceptance***

PRESENTED BY: Dr. Tilly, College President (#105 and #106); Ms. Pawley-Boyd, Chief Advancement Officer (#801)

### SOURCE / BACKGROUND

Two policies – Recognition and Naming – were identified by the Board for review and updating this year. Both policies were established in 2001. The revised policies have been rewritten to more accurately reflect current practices and operating procedures.

### DISCUSSION / OPTION

Policy 1-105 is identified as the Board of Governors – Recognition policy; it has been expanded to reflect a formal approach to achievements supported by the Board of Governors and College.

Policy 1-105A is identified as the Board of Governors – Naming Policy; it has been expanded to capture naming or renaming of features and resources. The document has also been renumbered.

Policy 8-801 is a new policy recommended by the Advancement Committee. It provides clarification of roles, responsibilities and expectations for both the College and donors, ensures gifts are made in accordance with legal and ethical regulations and guidelines, promotes consistent practices, provides guidance for decision-making, and educates the Board and staff about critical issues that may be triggered by the acceptance of certain gifts.

All three policies and their operating procedures have been reformatted to reflect ““next review” dates.

### FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

N/A

### RECOMMENDATION

**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #1-105 – *College and Community Recognition and Awards*, as circulated.**

**THAT the Board of Governors of Sir Sandford Fleming College rescind Policy #1-105A – Naming Policy and approve College Policy #1-106 – *Naming of College Features and Resources*, as circulated.**

**THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #8-801 – *Gift Acceptance*, as circulated.**

SIR SANDFORD FLEMING COLLEGE

**POLICY MANUAL**

POLICY NO. 1-105	APPROVED BY: BOARD OF GOVERNORS
PAGE NO. 1 OF 2	SUPERCEDES:
DATE APPROVED: March 7, 2001	
<b>SUBJECT: BOARD OF GOVERNORS – RECOGNITION</b>	

RECOGNITION is related to the ~~Community; the College; Heritage of the Institution~~

**Board of Governors Recognitions**

The ~~Board of Governors of Sir Sandford Fleming College has the jurisdiction over Community and college Recognitions such as:~~

- ~~1. Fellowship in Applied Education Award~~
- ~~2. Charles E. Pascal Teaching in Excellence Awards~~
- ~~3. Community Service Award (dormant at present – Jan. 2001)~~
- ~~4. Secondary School Bursaries \*~~
- ~~5. Support Staff Award, and Others as applicable~~

~~Most of these awards are presented annually at the College Convocation appropriate to the recipient of each Award.~~

~~\*Exception: Secondary School Bursaries. A special presentation ceremony for recipients and their families is set up by Liaison Office usually in June each year.~~

**PROCEDURE: BOARD OF GOVERNORS – RECOGNITION**

- ~~1. Overall, the Principles in Sir Sandford Fleming College's Mission Statement and vision Statements will apply.~~
- ~~2. The process for selecting Candidates for the Board's Annual awards rests with the present committees/\*SSFC staff members assigned to these roles. A College Governor is a member of the selection committees.~~

~~The recommendations of the selection committees are presented to the Board of Governors in Committee of the Whole, generally in March each year.~~

~~\* For example:~~

- ~~• A staff member from HOD (Human and Organizational Development) responsible for Staff Recognition oversees the selection process for the Charles E. Pascal Excellence in Teaching Award.~~
- ~~• The College's Communication Officer has the responsibility for heading the work of the selection committee for the Fellowship in Education award.~~

• ~~The Liaison Office is responsible for setting up the annual ceremony for Secondary School Bursaries.~~

• ~~A HOD staff member has the responsibility for the process of the Support Staff Award.~~

~~3. Discussions about College Recognitions, such as updating, refining or changing committee or selection processes will be received by the Board appointed BOARD RECOGNITION COMMITTEE. Naming of all College facilities is also the work of the Board Recognition Committee (refer to Policy 1-105A).~~

~~4. The BOARD'S RECOGNITION COMMITTEE will present deliberations and/or its recommendations to the Board of Governors, for approval.~~

~~+Board Recognition Committee makeup/membership list is found in Policy 1-105A~~



## SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

<b>Policy # 1-105 College and Community Recognition and Awards</b>	
Classification: Section 1 – Board of Governors	
Approved by: Board of Governors	Date: <b>June 27, 2012</b>
Replaces: # 1-105, Board of Governors – Recognition (BoG Mar 7-2001 #3)	
Next Policy Review: <b>5 years from approval</b>	Responsibility: Board Executive Committee

### Policy Statement

This policy establishes a formal approach to honour and recognize corporate and individual achievements through recognition and awards that are supported by the Board of Governors and/or the College.

### General Principles

1. Award processes are guided by the College's mission and vision statements, values and core promise.
2. Employee contributions are recognized annually through a formal group of awards.
3. External award nominations should assist in achieving the strategic priorities of the College as well as strengthen community linkages.
4. Staff in the Marketing/ Communications departments provide assistance in the promotion and marketing of the awards and the award recipients.



## **Operating Procedure**

**The following awards/recognitions are under the auspices of the Board of Governors:**

### ***The Fleming Awards***

1. Selection Committees are established for each of the staff recognition awards. Currently, there are two teaching-specific awards, two support-staff awards, and one each specific to leadership, teamwork and community service. The Board assigns a Governor to serve as the Board's representative on the Selection Committees.
2. The College staff member responsible for the Rewards and Recognition program is responsible for overseeing the process and the work of the Selection Committees.
3. The recommendations of the Selection Committees are presented to the Board standing committee with responsibility for human resource matters. Award recommendations are then presented by that Committee Chair to the Board, for approval, in the in-camera meeting, generally in April each year.
4. The Board Chair (or designate) presents the recipients of the two Teaching Excellence Awards with their awards at a June convocation ceremony. The President (or designate) presents the recipients of the remaining staff awards at a planned staff event.

### ***Fellowship in Applied Education***

The Award was created to recognize citizens who have demonstrated outstanding commitment to and concern for their local community, their country, or the world beyond.

The criteria and nomination/selection process for this Award is currently under review.

### ***Valedictorian Award***

1. The Board formally honours student valedictorians for their leadership and accomplishments. This recognition was established by the Board in 2001.
2. For each convocation ceremony in which a valedictorian has been selected in a process established by the College, the Board recognizes that individual at his/her ceremony. The Registrar's Office provides the Board Office with the names of the students to be honoured. A recognition certificate is prepared and signed by the College President and Board Chair. The names of the valedictorians are also listed in the Convocation program.
3. The Board Chair (or designate) presents the certificate and small gift to each valedictorian at the ceremony.

**The following awards / recognitions are under the auspices of College Administration:**

### ***External Awards***

1. Information outlining awards is released by the organizing body and may be received and/or accessed through any department or area of the College. Some examples of external awards are the Colleges Ontario (CO) Awards, the Premier's Awards for Outstanding College Graduates, the Association of Canadian Community Colleges (ACCC) Awards of Excellence, and the Ontario Volunteer Service Awards.

2. To ensure equal and fair access to a nomination process for external awards, key stakeholders are notified as the call for nominations become known; this includes but is not limited to the Executive Leaders Team, the Executive Committee of the Board, and the College's Advancement & Alumni Relations department.
3. Potential award nominees may be submitted to any stakeholder by any individual or department. The President (or designate) determines the nominations to pursue and identifies the individual or department who will prepare the submission in partnership with the nominator.
4. Nominations submitted on behalf of the College are signed by the President (or designate).

These forms of recognitions are not awarded by the Board of Governors and, therefore, do not require approval of the Board; the President informs the Board of Governors of successful submissions. It is recognized, however, that there may be occasions where Board endorsement of a nominee/s for a specific award is a requirement of the submission.

### ***Other Internal Awards and Recognitions***

1. Awards may be presented to *students* who achieve outstanding marks in specific programs or demonstrate a combination of high academic standing, leadership, service and/or all-around achievement. These include Academic Achievement letters, the Honour Roll and Academic Awards.

Procedures specific to the above-listed student awards are detailed in College Policy #5-504, *Recognition of Academic Excellence*.

2. The College may also recognize an *organization or partnership*. For example, the Earth, Wind, Fire and Water Award is presented annually to a College individual or group and an external individual or group who contribute to sustainable development of the four elements represented in the name of the award.

Other forms of recognition include letters of appreciation to outgoing members of program advisory committees (signed by the President on behalf of the Board), small gifts presented to governors upon completion of appointment, or certificates of appreciation to acknowledge a specific event.

3. Schools and departments who administer internal awards and recognitions follow specific guidelines; templates for letters and certificates have been developed to ensure consistency in both content and style and compliance with Fleming College corporate graphic standards.

These forms of recognitions are not awarded by the Board of Governors and, therefore, do not require approval of the Board.

### **Related Documents**

- *Fleming College Rewards and Recognition Program*, approved by the Board of Governors November 28, 2007
- *Recognition of Academic Excellence*, Policy #5-504

### **Monitoring of Operating Procedure**

Next Review: **3 years from approval**

Responsibility of:

- *Vice-President, Human Resources and Strategic Development* – The Fleming Awards
- *Board Executive* – Valedictorian Awards
- *College Administration* – External Awards; Other Internal Awards and Recognitions

**SIR SANDFORD FLEMING COLLEGE  
POLICY MANUAL**

POLICY NO. 1-105A	APPROVED BY: BOARD OF GOVERNORS
PAGE NO. 1 OF 2	SUPERCEDES:
DATE APPROVED: March 7, 2001 • Procedure reviewed June 22, 2011 #4	• Revised procedure dated Sept 27, 2006 #6
<b>BOARD OF GOVERNORS – NAMING POLICY</b>	

***Guiding principle: to ensure that the Heritage of the College is maintained and recognized.***

The naming of a campus, building, room, facility, space or road\* after an individual, corporation or organization is intended to:

- honour distinguished individuals or entities for extraordinary and outstanding contributions to Sir Sandford Fleming College, the Kawarthas, education, humanity, or society at large;
- honour significant benefactors to Sir Sandford Fleming College, including foundations and corporations — as referred to in the Donor Recognition Policy of the Fleming College Foundation, and whose character or reputation is consistent with the good name and image of the College;
- recognize the history or geography of the area or denote the function or activity undertaken in the facility (e.g. Heavy Equipment Building, Fleming College Foundation Office).

The Board of Governors of Sir Sandford Fleming College is solely responsible for naming a campus, building, room, facility, space or road owned by Sir Sandford Fleming College.

*\* Where names of roads are being considered, such naming will comply with the regulations or guidelines of the particular municipality in question.*

**PROCEDURE: ~~BOARD OF GOVERNORS – NAMING POLICY~~**

1. ~~The Naming Committee identifies naming opportunities, invites naming options as/when appropriate, and provides recommendations on College namings to the Board of Governors for approval.~~
2. ~~Suggestions for names for a campus, building, room, facility, space or road may be openly invited by the Committee. All suggestions in this regard may be provided to the Committee, to the College President, and/or to the Chief Advancement Officer.~~
3. ~~The Naming Committee may refer to "Donor Recognition Policies and Procedures" of the Fleming College Foundation.~~

~~The Board Naming Committee prepares and forwards naming recommendations to the Board of Governors for approval.~~

~~4. Committee Composition~~

~~— The Board Naming Committee will be comprised of the:~~

- ~~— • Executive Committee of the Board~~
- ~~— • Vice-President Finance and Administration (or designate)~~
- ~~— • Chief Advancement Officer~~

~~— Others may be invited to a meeting as a resource (non-voting), to lend specific expertise.~~

~~— The Chair of the Executive Committee is also the chair of the Naming Committee.~~

~~5. Frequency of Meetings~~

~~— Meetings may be called on an as-needed basis, immediately preceding or following a scheduled meeting of the Board Executive Committee.~~

**Reference Document:**

- Attachment 7 to Board Policy 1-102J under By-law 1-102: *Terms of Reference – Naming Committee* (dated June 22, 2011 #4)



**SIR SANDFORD FLEMING COLLEGE POLICY MANUAL**

<b>Policy # 1-106 Naming of College Features and Resources</b>	
Classification: Section 1 – Board of Governors	
Approved by: Board of Governors	Date: <b>June 27, 2012</b>
Replaces: #1-105A – Naming Policy (BoG Mar7-2001 #9)	
Next Policy Review: <b>5 years from approval</b>	Responsibility: Board Executive Committee

This policy establishes a formal approach to naming or renaming features and resources owned, operated and/or situated on land managed, leased or owned by The Sir Sandford Fleming College of Applied Arts and Technology.

**Purpose / Scope**

The College views private and corporate support of the institution invaluable in fulfilling its mission. Naming features and resources is an essential tool in attracting major gifts, and may be given at the discretion of the Board as a form of recognition for extraordinary individual and corporate philanthropy. This policy is applicable to all College features and resources and other initiatives as deemed appropriate.

The Board of Governors of Sir Sandford Fleming College is solely responsible for naming or renaming a campus, building, facility, or road owned by Sir Sandford Fleming College.

## Definitions

**Features** include land, campuses, buildings or substantial parts of buildings (centres, wings, levels), other locations on a campus (residences, roadways, playing fields), athletic facilities, and research or other facilities owned by Fleming College. This includes the construction of new buildings or space and the modernization of existing buildings or space.

**Resources** includes vehicles, scholarships, bursaries and student awards, endowed chairs, library collections, laboratory and classroom equipment, works of art and other tangible assets as the College may from time to time see fit to name.

**Endowment Fund** is a fund established by a donor through which the original capital of the donation is preserved in perpetuity and annual interest generated by the endowed fund is allocated to support the purpose(s) specified by the donor.

**In-Kind Gifts** are defined by Canada Revenue Agency as a gift of property other than cash – in particular capital property, depreciable property, and personal-use property. It also includes a residual interest, a right of any kind, a license, a share, and inventory of a business. In-kind gifts may also include equipment, supplies, furniture, books, art, and more. It does not include a gift of services.

**Philanthropic Gift** means either a financial gift and/or a gift in-kind (such as property or other goods) made to the College that is made voluntarily, does not provide any material benefit to the donor, and can be receipted with an official donation receipt according to the Canada Revenue Agency' guidelines.

**Planned Gift** is a gift realized upon the death of a donor.

## Policy Statement

The naming of a College feature or resource is intended to:

- honour distinguished individuals or entities for extraordinary and outstanding contributions to Sir Sandford Fleming College, the Kawarthas, education, humanity, or society at large;
- honour significant donors to Fleming College whose character or reputation is consistent with the good name and image of the College;
- recognize significant partnerships;
- recognize the history or geography of the area or denote the function or activity undertaken in the facility

Where names of roads are being considered, such naming will comply with the regulations or guidelines of the particular municipality in question.

## General Principles

The following general principles apply to all namings.

1. Namings may be approved in the name of the donor, a third party at the request of the donor (e.g. parents), or to honour an individual or organization for distinguished service to the College.
2. Namings may be approved to recognize a significant cash contribution, a planned gift, an endowed gift, or gifts-in-kind.

3. Funding may extend over an agreed length of time, and such namings may be in perpetuity or based on a specific term.
4. Namings should enhance the profile and image of the College; no naming will be approved or continued that calls into serious question the public respect of the College.
5. Namings proposed in recognition of planned gifts will be submitted for approval when the gift is realized.
6. In the instance of matching gift programs, recognition occurs at the level of the donor's actual giving.

### **Operating Procedure**

This procedure provides guidelines in the consideration of naming or renaming of College features and resources, and on the types of naming opportunities available.

1. The Board of Governors is solely responsible for naming or renaming a campus, building, facility or road owned, operated and/or situated on land managed, leased or owned by Sir Sandford Fleming College. The Board has established a **Naming Committee**, and the Committee is responsible for preparing and forwarding such recommendations to the Board, for approval.
2. Candidates are usually identified and qualified by the Chief Advancement Officer in the course of his/her fundraising duties. Others (i.e. staff, students, community members) are encouraged to submit a request or suggestion for the naming of a College feature or resource in writing to the College President and/or to the Chief Advancement Officer. The Naming Committee may also invite naming options as/when appropriate.

Only the College President and Chief Advancement Officer may negotiate a naming opportunity on behalf of the College.

3. The Executive Leaders Team reviews and evaluates the namings proposed for all College features, assessing the requests against the policy. A master inventory of meritorious namings is maintained by the Facilities department; a master inventory of philanthropic namings with naming recognition opportunities is maintained by the Advancement and alumni Relations department.
4. A senior staff member presents and speaks to a naming recommendation at a meeting of the Naming Committee. It is the responsibility of the Chair of the Naming Committee to bring the recommendation to the Board of Governors for approval and the responsibility of the President and Chief Advancement Officer to provide a report on all other namings, for information, as the case may be.
5. Existing College features and resources that have been named prior to the approval of the policy are not affected by this procedure unless there is consideration for renaming.

### **Changes to Approved Namings**

If the needs of the College could be better served by altering any naming, the College will first consult with the donor, heir or designated successor. If no such contact is possible, the College will make the change, adhering as closely as possible to the original intent.

In the case of physical structures, the College will continue to use the name as long as it remains in use and serves its original function. When the use of space changes substantially as a result of academic restructuring, renovation, demolition or other reasons, the College may retain the use of the name, name another comparable space, or retire the name.

A donor may request a change in naming; an example would be a change in a corporation's name or an individual donor changing his/her name. The College may request that the donor bear any expenses associated with the change, e.g. signage, materials promoting the name. The College has the right to review, revise or decline the proposed change.

### Removal or Discontinuation of a Name

Authority to remove or discontinue an approved name is the responsibility of the Board of Governors, on recommendation of the President.

The Board of Governors has the right to terminate the naming of a College feature for the following reasons:

- If a naming commitment is connected to a donor or contributor whose activities reflect negatively on Fleming's public image or are in material conflict with the College's mission, values, and/or policies.
- When a donor or contributor fails to fulfil his/her pledge commitment as specified in the written agreement or memorandum of understanding and when an alternative pledge period has not been agreed upon.
- In the event an Act of God (flood, earthquake, fire) or other event destroys the physical feature or renders it unusable.
- When the College no longer has ownership or control of the feature.
- The feature is decommissioned due to age or obsolescence.

### Types of Naming

*Functional Identification Naming* is primarily a means to help understand the function and location of a feature; identification is evident in the name.

*Meritorious Recognition Naming* acknowledges leadership of the individual being recognized; recognition is typically focussed on naming intangible assets such as awards, scholarship and bursaries. The honouree may be selected posthumously.

*Philanthropic Recognition Naming* recognizes significant financial contribution and includes gifts of cash, stock, transferred insurance policies, signed bequests, gifts-in-kind contributions, and endowments.

*Sponsorship Naming* offers contributors an opportunity to have their names and/or logos displayed on College features in exchange for funds or gifts-in-kind contributions.

This policy and operating procedure do not apply to the *recognition of distinction or benefaction* (for non-financial contributions) by the placing of plaques or other memorials; the President (or designate) is delegated responsibility for this form of recognition and approving all matters in connection with the size, design and location of plaques, donor walls, etc.

### Types of Naming Opportunities

1. **Fundraising Initiatives:** namings are specific to a campaign, e.g. Kawartha Trades and Technology Centre, Athletic Bursaries. These are presented by the Chief Advancement Officer to the Board Advancement Committee for review and may be recommended to the Board for approval.
2. All namings of **Physical Structures** are submitted to the Naming Committee, for Board approval.



**(a) Campus:** naming of a campus requires a philanthropic gift/contribution of an amount determined by the Board, which amount may change at the Board's discretion.

**(b) New building construction:** naming of a new building requires a philanthropic gift/contribution of an amount equal to:

- i) 25% of the total building project budget where the project cost is between \$2-million and less than \$6-million
- ii) 20% of the total building project budget where the project cost is \$6-million to less than \$30-million
- iii) 15% of the total building project budget where the project cost is \$30-million and above

**(c) Renovation of a building:** naming of a restored building requires a philanthropic gift/contribution of 33% of the total renovation project budget.

**(d) Programs, Schools:** naming of a program requires a philanthropic gift/contribution of 100% of start-up costs and the first two years of operating costs including capital equipment and curriculum development; the name would hold for a ten-year period. Naming of a school requires a philanthropic gift/contribution of 50% of non-salary operating costs over a five-year period; the name would hold for a ten-year period.

- 3. Endowment Funds:** naming of an endowed fund requires a minimum amount (defined by the Advancement and Alumni Relations Office). Terms of endowed funds are instructed by the donor and accepted by the College in accordance with Canada Revenue Agency requirements. The naming of the endowment remains for the duration of the endowment.
- 4. Scholarships, Bursaries and Awards:** naming of a scholarship, bursary or award requires funding for the entire amount. Donors wishing to contribute below the minimum will be encouraged to direct their gifts to a general fund in support of student awards or a flow-through bursary award. Endowment terms are negotiated with the donor and accepted by the College in accordance with Canada Revenue Agency requirements.
- 5. Miscellaneous Opportunities:** the gift must cover the full cost of the project, the cost of plaques or other recognition, and a maintenance fund if required. Examples are collections of books or art, lectures and lecture series, research objects, decorative items or other ornamental structures.

#### **Related Documents**

- Attachment 7 to Board Policy 1-102J under By-law 1-102: *Terms of Reference – Naming Committee* (dated June 22, 2011 #4)
- *Unsolicited Financial Gifts*, Policy #4-415
- *Endowment Policy*, Policy #4-421
- *Gift Acceptance*, Policy #8-801
- *Donor Recognition*, Policy #8-802 (to be developed)

#### **Monitoring of Operating Procedure**

Next Review: *3 years from approval*

Responsibility of: *Naming Committee; Chief Advancement Officer*

## SIR SANDFORD FLEMING COLLEGE POLICY MANUAL

<b>Policy # 8-801</b>	<b>Gift Acceptance</b>	
Classification:	Section 8 – Advancement and Alumni Relations	
Approved by:	Board of Governors	Date:
Replaces:	<b>NEW</b>	
Next Policy Review:	<i>5 years from date approved</i>	Responsibility: Advancement Committee of the Board

Fleming College welcomes gifts of support from individual donors, businesses, clubs, associations and foundations which enable the organization to further its vision and mission.

### **Purpose / Scope**

This policy is intended to:

- provide discipline for the organization’s fundraising program
- define the types of assets that are acceptable
- establish the gift forms that are acceptable
- ensure gifts made to the organization are in accordance with legal and ethical regulations and guidelines
- promote consistent practices in exercising fiduciary responsibilities
- define the organization’s role in gift administration
- provide guidance for Board decision-making
- educates staff and the board about critical issues triggered by certain gifts
- foster consistent, equitable relations with donors

### **Definitions**

**Gifts of Cash:** Gifts that are cash or cash equivalents (i.e. cheque, money order, bank draft).

**In-Kind Gift:** Defined by Canada Revenue Agency as a gift of property other than cash – in particular capital property, depreciable property and personal-use property. It also includes a residual interest, a right of any kind, a licence, a share, and inventory of a business. In-kind gifts may also include equipment, supplies, furniture, books, art, and more. It does not include a gift of services.

**Third-party Fundraising Events:** Funds that are secured through a third party hosting an event and in turn donating the net proceeds from the event to the organization.

**Bequests:** A gift of personal property owned by a decedent at the time of death which is directed by the provisions of the decedent's will; a legacy.

**Gift of Life Insurance:** To make a gift of an existing life insurance policy, the donor irrevocably transfers ownership of the policy to the charity, and the charity is named as the beneficiary. Or a donor may purchase a life insurance policy and name the charity as the beneficiary.

**Charitable Gift Annuities:** With a charitable gift annuity, the donor transfers cash or property to the charity in exchange for a partial tax deduction and a lifetime stream of annual income from the charity. When the donor dies, the charity keeps the gift.

**Gifts of Charitable Remainder Trust:** With a charitable remainder trust, the donor assigns ownership of a substantial asset to the charitable organization, but retains income from it during their lifetime. A donation receipt is issued at the time of the gift for the present value of the future gift (the

remainder or residue) based on its current value and the donor's life expectancy using the standard mortality tables.

**Publicly Traded Securities:** A gift of mutual funds or appreciated securities of publicly traded companies listed on a stock exchange allows a donor to claim a tax credit and to avoid any capital gains on the stock. Public securities consist of any security (share, bond, unit, etc.) traded freely on a stock market or other mechanism operated by mutual fund companies or members of the Investment Dealers Association.

**De-naming:** The process of removing a naming that was bestowed to recognize a donor's generosity.

**Designated Gifts:** Gifts, provided to the College, where the donor has provided specific direction on how the gift may be used.

**Endowment:** An endowment is created through a financial contribution whose capital is invested and preserved in order to create a revenue stream from the interest earned.

**Expendable Gifts (Flow Through Gifts):** A gift provided where the donor indicates that the funds are to be used immediately to support programs or initiatives within the organization.

**Naming:** The practice of assigning a name to a designated building, space, program, endowed fund, bursary/award, etc. to recognize a donor's generosity.

**Pledged Gift:** Gifts provided to the College that are to be fulfilled over a number of years (usually over a 3 to 5 year pledge period).

**Restricted Gifts:** Gifts provided to the College where the donor has indicated a specified limited gift designation (i.e. a donor provides a gift that is to purchase capital equipment for a specific program at a specific campus).

**Retained Gifts:** Gifts or bequests given to the College, to be held in perpetuity for the income earned, as part of an endowment fund.

**Undesignated Gifts:** Gifts provided to the College where the donor has not specified where in the College their support is to be directed.

## **Policy Statement**

The policy applies equally to the acceptance and disposition of all gifts made to Fleming College.

## **Operating Procedure**

**Gifts Accepted:** Gifts that are accepted by the College will be acknowledged, receipted, recognized and stewarded through the Advancement & Alumni Relations Office. Official tax receipts are issued for all charitable gifts received by the College in compliance with the requirements of the Income Tax Act, and in accordance with procedures established by the College. Fleming College is a registered charity under Canada Revenue Agency (Charitable Registration Number 10798 2845 RR0001). Gifts provided must be consistent with the overall mission and strategic intent of the College and must not compromise the college's integrity or improperly benefit any individual or organization. The College may, in its discretion, refuse a gift on these grounds.

The College encourages donors to work with professional advisors in making their gifts. Similarly, the College reserves the right to have donations reviewed by legal counsel before they are accepted.

The following methods of giving are welcomed:

- a) Outright gifts of cash, cheques, money order, bank draft or by credit card.
- b) In-kind gifts.
- c) Funds secured through third-party fundraising events.
- d) Bequests.
- e) Gifts of life insurance.
- f) Charitable gift annuities.
- g) Gifts of charitable remainder trusts.
- h) Gifts of publicly-traded securities.

**Related Costs:** Gift-related costs such as legal fees, appraisals, real estate commissions and taxes relating to acceptance, maintenance, management or re-sale of a gift of property will normally be the responsibility of the donor unless the College, upon prior agreement, agrees to assume responsibility for any portions of these items.

**Gift Limitations:** A donor providing a gift that is made with conditions that are not in the best interests of the College or that proves to be administratively difficult may be asked by the Chief Advancement Officer to revise the terms of the gift. If the donor and the College cannot mutually agree upon the terms of the gift the gift may be declined.

The College will not accept gifts that include conditions that:

- a) Exclude or discriminate against a group or class, unless such exclusion or discrimination is permitted by law.
- b) Allow the donor to select specific individual recipients.
- c) Impinge upon the academic freedom of the College.

**Gift Negotiation:** Gift negotiation and the creation and execution of gift agreements are the responsibility of the Chief Advancement Officer and his/her designate(s). All individuals exercising this responsibility must ensure due diligence prior to proceeding with a gift that:

- a) Is precedent-setting.
- b) Involves sensitive issues.
- c) Could expose the College to potentially significant liability.

On rare occasions funds secured for projects or initiatives are insufficient for the project or initiative to proceed. In this case, donors will be contacted and provided with the opportunity to redirect their gifts to a similar project or initiative and/or suspend future pledged payments.

Designated gifts will be used for the purpose indicated by the donor ensuring that the gift is consistent with the College's vision and mission.

Undesignated gifts will be used at the College's discretion to further projects and initiatives that will advance the organization's vision and mission.

**Acceptance of Gifts:** The Chief Advancement Officer is authorized to approve gifts/pledges and gift designations in the amount of \$250,000 or below. For all gifts/pledges in excess of \$250,000, the Chief Advancement Officer will review and make a recommendation to be reviewed by the President of the College and the appropriate Board Committee/s. The President is authorized to approve gifts/pledges and gift designations in the amount of \$250,000 and up to \$1,000,000. All gifts/pledges in excess of \$1,000,000 will be reviewed by the President and submitted for approval of the Board of Governors through its Executive Committee.

Fleming College makes every effort to seek and receive support from individuals and organizations whose values and objectives are compatible with those of the College. In instances where this may not be the case, the Chief Advancement Officer will apprise the President of the concern and make a recommendation to the President relative to how and whether the College should proceed. The President may choose to consult with appropriate Board Committees to receive their input or he/she may conclude there is enough concern present to decline the donor's support.

In the case of gifts/pledges whose alignment with the vision, mission and values of the organization may be questionable, the Chief Advancement Officer reviews the gift/pledge and makes a recommendation to the President relative to how the organization should proceed. The President may choose to consult with appropriate Board Committees should further discussion be required to determine the acceptability of receiving the gift or he/she may feel there is enough concern present to warrant declining the gift.

**Donor Recognition:** Fleming College is committed to ensuring that all donors receive appropriate and meaningful recognition and stewardship for any gift made to the College. Initiatives developed for recognition and stewardship purposes will ensure that donors are thanked in a timely and appropriate manner. Where appropriate, and upon consent of the donor, public recognition will be afforded to acknowledge donor generosity and demonstrate philanthropic support for the College.

#### **Related Documents**

- *Naming of College Features and Resources, Policy #1-106*
- *College and Community Recognition and Awards, Policy #1-105*
- *Donor Recognition, Policy # TBD*
- *Unsolicited Financial Gifts, Policy #4-415*
- *Receipting Cash and Gifts In-Kind as Charitable Donations, Policy #4-416*
- *Endowment Policy, Policy #4-421*
- *Liquidation of Donated Publicly Traded Securities, Policy #4-222*
- *Comprehensive Investment Policy Statement, Policy #4-419A*
- *Ministry Endowed Investment Policy Statement, Policy #4-419D*

#### **Appendices**

- Appendix A: Association of Fundraising Professionals *Code of Ethical Principles and Standards*  
Appendix B: Association of Fundraising Professionals *Donor Bill of Rights*

#### **Monitoring of Operating Procedure**

Next Review: *3 years from approval*  
Responsibility of: *Chief Advancement Officer*

Procedure Review Summary:

## Appendix A

# AFP Code of Ethical Principles and Standards



### ETHICAL PRINCIPLES • Adopted 1964; amended Sept. 2007

The Association of Fundraising Professionals (AFP) exists to foster the development and growth of fundraising professionals and the profession, to promote high ethical behavior in the fundraising profession and to preserve and enhance philanthropy and volunteerism. Members of AFP are motivated by an inner drive to improve the quality of life through the causes they serve. They serve the ideal of philanthropy, are committed to the preservation and enhancement of volunteerism; and hold stewardship of these concepts as the overriding direction of their professional life. They recognize their responsibility to ensure that needed resources are vigorously and ethically sought and that the intent of the donor is honestly fulfilled. To these ends, AFP members, both individual and business, embrace certain values that they strive to uphold in performing their responsibilities for generating philanthropic support. AFP business members strive to promote and protect the work and mission of their client organizations.

#### AFP members both individual and business aspire to:

- practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust
- act according to the highest goals and visions of their organizations, professions, clients and consciences
- put philanthropic mission above personal gain;
- inspire others through their own sense of dedication and high purpose
- improve their professional knowledge and skills, so that their performance will better serve others
- demonstrate concern for the interests and well-being of individuals affected by their actions
- value the privacy, freedom of choice and interests of all those affected by their actions
- foster cultural diversity and pluralistic values and treat all people with dignity and respect
- affirm, through personal giving, a commitment to philanthropy and its role in society
- adhere to the spirit as well as the letter of all applicable laws and regulations
- advocate within their organizations adherence to all applicable laws and regulations
- avoid even the appearance of any criminal offense or professional misconduct
- bring credit to the fundraising profession by their public demeanor
- encourage colleagues to embrace and practice these ethical principles and standards
- be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy

#### ETHICAL STANDARDS

Furthermore, while striving to act according to the above values, AFP members, both individual and business, agree to abide (and to ensure, to the best of their ability, that all members of their staff abide) by the AFP standards. Violation of the standards may subject the member to disciplinary sanctions, including expulsion, as provided in the AFP Ethics Enforcement Procedures.

#### MEMBER OBLIGATIONS

1. Members shall not engage in activities that harm the members' organizations, clients or profession.
2. Members shall not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
3. Members shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. Members shall not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members' organizations.
5. Members shall comply with all applicable local, state, provincial and federal civil and criminal laws.
6. Members recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications and will represent their achievements accurately and without exaggeration.
7. Members shall present and supply products and/or services honestly and without misrepresentation and will clearly identify the details of those products, such as availability of the products and/or services and other factors that may affect the suitability of the products and/or services for donors, clients or nonprofit organizations.
8. Members shall establish the nature and purpose of any contractual relationship at the outset and will be responsive and available to organizations and their employing organizations before, during and after any sale of materials and/or services. Members will comply with all fair and reasonable obligations created by the contract.

9. Members shall refrain from knowingly infringing the intellectual property rights of other parties at all times. Members shall address and rectify any inadvertent infringement that may occur.
10. Members shall protect the confidentiality of all privileged information relating to the provider/client relationships.
11. Members shall refrain from any activity designed to disparage competitors untruthfully.

#### SOLICITATION AND USE OF PHILANTHROPIC FUNDS

12. Members shall take care to ensure that all solicitation and communication materials are accurate and correctly reflect their organizations' mission and use of solicited funds.
13. Members shall take care to ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
14. Members shall take care to ensure that contributions are used in accordance with donors' intentions.
15. Members shall take care to ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
16. Members shall obtain explicit consent by donors before altering the conditions of financial transactions.

#### PRESENTATION OF INFORMATION

17. Members shall not disclose privileged or confidential information to unauthorized parties.
18. Members shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client and shall not be transferred or utilized except on behalf of that organization or client.
19. Members shall give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
20. Members shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)\* for the type of organization involved. (\* In countries outside of the United States, comparable authority should be utilized.)

#### COMPENSATION AND CONTRACTS

21. Members shall not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees. Business members must refrain from receiving compensation from third parties derived from products or services for a client without disclosing that third-party compensation to the client (for example, volume rebates from vendors to business members).
22. Members may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
23. Members shall neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
24. Members shall not pay finder's fees, commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.
25. Any member receiving funds on behalf of a donor or client must meet the legal requirements for the disbursement of those funds. Any interest or income earned on the funds should be fully disclosed.

## Appendix B

# A Donor Bill of Rights

*PHILANTHROPY* is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

### I.

*To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*

### II.

*To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgement in its stewardship responsibilities.*

### III.

*To have access to the organization's most recent financial statements.*

### IV.

*To be assured their gifts will be used for the purposes for which they were given.*

### V.

*To receive appropriate acknowledgement and recognition.*

### VI.

*To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.*

### VII.

*To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*

### VIII.

*To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.*

### IX.

*To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*

### X.

*To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

#### DEVELOPED BY

Association of Fundraising Professionals (AFP)  
Association for Healthcare Philanthropy (AHP)  
Council for Advancement and Support of Education (CASE)  
Giving Institute: Leading Consultants to Non-Profits

#### ENDORSED BY

(in formation)  
Independent Sector  
National Catholic Development Conference (NCDC)  
National Committee on Planned Giving (NCPG)  
Council for Resource Development (CRD)  
United Way of America

Board of Governors Public Meeting

**ACTION REQUIRED:**

Information/Discussion

Decision

**SUBJECT: Annual Report – Program Advisory Committees**

**PRESENTED BY:** Mr. Harvey, Vice-President Academic

#### **SOURCE / BACKGROUND**

- Academic and Student Affairs Committee meeting of June 13, 2012
- By-law 1-102, s.39.3: *The Vice-President Academic shall annually provide the Board with a report detailing advisory committee activities, accomplishments, program objectives, future trends, etc.*

#### **DISCUSSION / OPTIONS**

The attached **Annual Program Advisory Committee Report**, dated June 2012, was received for information by the ASA Committee.

#### **FINANCIAL AND OTHER IMPLICATIONS / IMPACTS**

N/A

#### **RECOMMENDATION FOR CONSIDERATION**

It is the recommendation of the ASA Committee that the Board of Governors formally acknowledge Program Advisory Committee members with a letter of appreciation for their contributions to the College, and that the Board give further consideration to additional means of recognition for these valued groups.



## Annual Program Advisory Committee Report

<b>SUBJECT:</b>	<b><i>Annual Program Advisory Committee Report</i></b>	<b>JUNE 2012</b>
<b>SUBMITTED BY</b>	Blane Harvey, Vice-President Academic	

This report is submitted to the Academic & Student Affairs Committee to provide an update on program advisory committee activity that has occurred within individual schools over the 2011/12 academic year.

### 1. PROGRAM ADVISORY COMMITTEE MEETINGS

The attached listing, developed to assist in the internal monitoring process, reflects the frequency of Advisory Committee meetings that have occurred over the past few years. The majority of Program Advisory Committees met at least once over the past academic year, as per established guidelines. Committees continue to meet more frequently when addressing issues such as program modification and/or curriculum issues. The advice and support received from Program Advisory Committees continues to be a critical aspect to ensuring quality programming for our students.

**Business, Computing & Hospitality** – The School of Business, Computing and Hospitality has three (3) clusters of programming (19 programs in total). Although the support staff labour dispute resulted in the cancellation of four (4) meetings that were to occur at that time, three (3) of the thirteen (13) established committees have met over the past year. The majority of meetings are scheduled to occur in May and June; the remaining two (2) are scheduled for September 2012.

An additional committee will be established for the recently-launched International Business Management program (January 2012).

**Skilled Trades** – The focus of effort over the past year has been to pull together key stakeholders associated with both the Heating, Refrigeration & Air Conditioning; and Plumbing Techniques programs that ultimately assisted in the development of new Program Advisory Committees in these two (2) program areas. Both of these committees met at least once over the past year. A concerted effort to revitalize program advisory committees in a number of program disciplines within the school will continue. Electrical Techniques, Electrical Engineering, Instrumentation programs are scheduled to meet in May 2012.

The school continues to finalize Program Advisory Committee membership in the following areas: Electrical Apprenticeship; Carpentry Apprenticeship; Carpentry Apprenticeship; Construction Skills; Electrical Engineering Technician; Electrical Techniques; Fire Systems Engineering Technician; Instrumentation and Control Technician; Plumbing Techniques and Welding Techniques.

**Education, Health & Wellness** – Twelve (12) of the thirteen (13) established committees have met at least once over the past year. Six (6) of these committees met twice during this timeframe. The Spa Management Advisory Committee is currently scheduled to meet in September 2012.

**Environmental & Natural Resource Sciences** – Fourteen (14) of seventeen (17) program advisory committees met over the past year. Both the Environmental Visual Communications and Heavy Equipment Advisory Committee meetings were originally scheduled to occur in March, however, were rescheduled due to attendance issues.

A formal Program Advisory Committee meeting for Sustainable Agriculture program has not occurred since October 2011. The Dean, Chair and Program Co-ordinator held a separate meeting with students (December 2011) as an opportunity to debrief the program. A meeting was later held with faculty regarding implementation issues associated with the student feedback received.

**General Arts & Sciences** – Serving as an advisory group on a variety of issues related to the cluster of programming within the school, the General Arts & Sciences Advisory Committee, as well as the newly-established Community integration through Co-operative Education met at least once over the past year.

**Haliburton School of the Arts** – One of three (3) established program advisory committees met over the past year. Faculty and program transitions that have occurred over the past year have resulted in having to reschedule the Sustainable Building Design & Construction/Sustainable Renovations Advisory Committee – meeting to occur in the Fall 2012. Although scheduled to meet on two separate occasions over the past year, the Expressive Arts committee meetings were cancelled due to lack of availability of PAC members and a search for a new Program Co-ordinator.

**Law, Justice & Community Services** – Eleven (11) of the fourteen (14) established Program Advisory Committees met at least once over the past year. The other three committees are scheduled to meet in the Summer/Fall 2012.

## **2. DECISIONS/ACTION ITEMS**

The following provides an update on the results of the decision/action items as a result of the discussions that occurred.

### **Business, Computing & Hospitality** –

The school development initiatives have involved both program reviews and renewals for several programs. A new certificate program in International Business Management was developed and received approval by the Board of Governors. With the involvement of Program Advisory Committees, significant changes have been made in a number of program areas, including: Culinary; Hotel and Resort Management; Accounting; Human Resources Management, and International Trade. International student enrolment will play a key role in the school's enrolment in 2012.

Full Advisory Committee support was received for the suspension of Culinary Apprenticeship in Sept 2011 and Culinary OYAP programs effective January 2012. Full support was received for the launch of two (2) new programs: Wireless Information Networking; and Project Management.

Major initiatives to be included in all programs within the school which have been completed with PAC analysis and support include: the EDGE integration template and audit – all programs; KPI Improvement templates and audits for every program; program reviews of all PAC membership including the move toward a stronger balance between former graduate membership and external industry-specific membership. This change alone has stimulated a more objective assessment of program offerings.

**Skilled Trades** - Plumbing Techniques and HRAC Programs were successfully launched with their first student intakes and are proving to be well received by both the students and the employment market. Both programs were reviewed based on the initial launch and some modest adjustments have been made for subsequent intakes to improve the flow of the program for the students. A new facility was set up for the Plumbing Techniques program, east of the Brealey campus. The facility will be used until the completion of the Kawartha Skilled Trades & Technology Centre in September 2014.

Final steps were taken for the redesign and curriculum alignment for the EE, ETQ, Instrumentation, and Fire Systems Programs that allowed for the development of a common first year for this cluster of programs that will be launched for the fall of 2012.

**Education, Health & Wellness** – The Educational Assistant and Early Childhood Education Advisory Committees provided valuable support and input into the development of a *Children's Mental Health Certificate* to be offered through the School's Continuing Education Office.

Representing Colleges Ontario, Dean Carol Kelsey, was asked to join the Provincial PSW Registry Steering Committee which was formed by the Ministry of Health and Long Term Care. The mandate of this

Committee is to set up the Registry to better recognize the work performed by Personal Support Workers, while helping to better meet the needs of the people they provide care for. The Committee's work continues and the Registry will go live on June 1, 2012. Dean Kelsey has been able to discuss the thinking behind the initiative and implementation steps with local agencies involved in our PSW Advisory Committee.

After discussion with the Paramedic Advisory Committee, layout of Ambulance hours has been modified between all 4 semesters to enhance the student educational experience. A decision was made to move first year observational 'ride out' hours to 2<sup>nd</sup> year consolidation.

**Environmental & Natural Resource Sciences** – Some discussion at advisory committee meetings has been focused around the Frost Campus vision of a water-themed institution and the need to incorporate this vision into all environmental programs. Committee members have been extremely supportive of this vision, and in some programs (Environmental Technician/Technology) a change in curriculum is being considered to further integrate this theme. At the Environmental Technician Advisory Committee meeting, it was noted that a subcommittee with industry representation will be formed to consider options around the introduction of a wastewater course/program.

Course and program redesign efforts have been a main topic of discussion at several advisory meetings. Most notable is the Forestry program third semester redesign which will focus on problem-based learning. The Geomatics program (after the program suspension decision was made) is also exploring a possible redesign. Advisory members have had positive feedback regarding many of these changes. In addition to redesign efforts, new programs launching shortly include: Outdoor and Adventure Education; Environmental Visual Communication; Applied & Community-Based Research Post-Graduate Certificate; and the Urban Forestry Technician program. Much of the development of these programs was a direct result of advisory committee discussions and industry needs.

Similar to last year, most programs are still interested in exploring the possibility of incorporating a co-op experience. Employers find student expectations and work ethic more developed if they participate in co-op; and they feel there are adequate opportunities in the field to accommodate the student placement. Additionally, many committees felt that there is a need for more career preparation content in courses and programs.

The Community-Links Centre for Community-Based Projects and Social Mapping (C-Links) has been raised at a number of advisory committee meetings. Members seem interested in the potential student projects and partnerships that could be formed with the support of C-Links.

**General Arts & Sciences** – The Community Integration through Cooperative Education (CICE) program launched in September 2011 and continues to seek feedback from internal and external stakeholders. The Introductory Computing (COMP345) course moved through curriculum review process and significant curriculum changes were made. These changes will be implemented for Fall 2012. The General Arts & Sciences – College Health Science program underwent program/curriculum renewal; curriculum changes are underway. The University Transfer continues to move forward with recommendations coming out of the formal Program Review process.

**Haliburton School of the Arts** – The Visual and Creative Arts diploma program conducted a review of the Ceramic's program review and approved the recommendations identified. Guest member, Chiho Tokita, a professional ceramic artist, was invited to provide insight and feedback on the report

**Law, Justice & Community Services** – Arts & Heritage Programs (Collections Conservation and Management and Museum Management & Curatorship) - The CCM program continues to work on the proposed four-semester post-graduate program. Both programs have undergone curriculum renewal.

The Customs Border Services Committee received a report on the Internship Pilot project conducted with Canada Border Services Agency. This program will be undergoing curriculum renewal over the next year and continues to work towards having a fitness component elective for students.

The Emergency Management Program Committee supported and endorsed the opportunity for students in this program to complete a field placement.

A program review of the Police Foundations Program will be conducted during the Winter 2012 semester and results of this review will be forwarded to committee members. The Alumni department has approached the program to have graduate students who are police officers mentor current students by email. Students would be able to seek guidance from these officers as to what challenges they faced as new recruits, and give assistance in preparing for interviews, etc.

The Community & Justice Services Program Committee received an update regarding first and second year enrolment for the program. Third semester numbers for field placement are projected to be as high as 75 in the Fall 2012.

The Pre-Service Fire Fighting Education & Training Program has moved out of the Eastern Ontario Fire Academy in Norwood and a new training facility is being constructed at Clonsilla Avenue in Peterborough. This new facility will be shared with the Emergency Management Program where the simulation switch has been installed. At an All Partners Meeting with Ontario Fire Marshall, Fire Marshalls and various Colleges, it was agreed to conduct site visits. Fleming's site visit will take place June 27<sup>th</sup>, 2012. This visit will include meeting with students, faculty and administrators as well as reviewing test and processes. A tour of the new facilities and equipment will also be conducted.

The Security & Risk Management Program Coordinators from various Ontario colleges (with similar programs) met in May 2011. As a result of discussion, a recommendation was put forth to the Ministry to change the program name to *Justice Studies – Security & Risk Management*. Community & Justice Services Program Coordinators have since filed an objection with the Ministry to the proposed name change and the Ministry has since confirmed the new name as: *Protection, Security & Investigations – Security & Risk Management Program*. The LASA (Law and Security Administration) may be removed. Discussion on the proposed name change will continue during the Justice & Public Safety Coordinator Conference being held in May 2012.

The Social Service Worker Program Committee formally endorsed the exploration of the Human Service Worker Certificate and recommended the college proceed with further development work. An internal curriculum renewal will be completed during the winter 2012 semester to look at courses to ensure validity and evaluate the changes or modifications that have been made.

### 3. MEMBERSHIP UPDATES

All schools are to be involved in the process of individual committee membership renewal on an ongoing basis, adhering to the existing Terms of Appointment. The term of membership is a minimum of 3 years, once renewable.

SCHOOL	NEW MEMBER	OUTGOING MEMBER
<b><i>Business Computing &amp; Hospitality</i></b>		
Culinary Management	Marianna Kopec, Deer Creek Lodge	Evan Podd, Old Bridge Inn Markus Breuer, Chemong Lodge
Marketing Administration		Martin Brooke, Fusion
International Trade	Victor Deyglio, Logistics Institute	Consuelo Kuettner-Sandoval, City of Kawartha Lakes
Instrumentation & Control Engineering Technician	Martin Malinowski Gavan Howe, Howe Brand Comm Tammy Osborne, Safran Electronics Mike Ploc, Peterborough Utilities Tom Mason, Sonepar Canada Paul McGee, McGee Electrical Services	

<b>SCHOOL</b>	<b>NEW MEMBER</b>	<b>OUTGOING MEMBER</b>
	Sharon Reid, Canadian Instrumentation Trevor Stone, Eaton Yale Company Kendell Stephen, Guillevin International	
<b><i>Education, Health &amp; Wellness</i></b>		
Health Information Management	John Lohrenz, Peterborough Regional Health Centre	Janet Adams, Lakeridge Health Corporation Pat Hewes, Canadian Healthcare Association Kevin McConnelly – eHealth Ontario
Massage Therapy	Natasha Marjerrison, RMT Nicole Bradbury - RMT	Erin Ladd - RMT
Paramedic	John Dalgleish, Lindsay Central Ambulance Communication Centre	
Personal Support Worker	Monica Karr, Caessant Care Samantha Hogg, Church Hill Retirement Residence Sonya McMurray, Extendicare, Cobourg Dan Clydesdale, ProHome Health Services Brendan Sova, Royal Gardens	Peggy McQuaid, Caessant Care Tammy Finn, Church Hill Retirement Residence Marion Timmermans, Extendicare, Cobourg Lisa Killen, ProHome Health Services Dionne Lewis-Rampton, Royal Gardens
Pharmacy Technician	Shelley McKinney, Lakeridge Health	
Practical Nursing	Catha McMaster, Oshawa Community Health Care Dan Clydesdale, ProHome Health Services Jayne White, Peterborough Regional Health Centre	
<b><i>Environmental &amp; Natural Resource Sciences</i></b>		
Applied and Community-Based Research	Karen Aquino, Ministry of Natural Resources Todd Barr, Trent Centre for Community-Based Education George Brown, MASS Environmental Services Inc. Brooke Erickson, Toronto and Region Conservation Authority Brenda Heidenreich, Ontario Heritage Trust Shantal Ingram, Community Links Centre for Community-Based Projects & Social Mapping Dave Pridham, Kawartha Conservation Heather Reid, U-Links Centre for Community-Based Research Chris Robinson, Ontario Federation of Anglers and Hunters	
Blasting Techniques	Viviane Dewyse, Natural Resources Canada Craig Copping, Rankin	

SCHOOL	NEW MEMBER	OUTGOING MEMBER
	Construction Keith Taylor, Austin Powder	
Conservation & Environmental Law Enforcement	Tyler Cameron, Environment Canada	
Ecological Restoration	Andrea Hicks, Ontario Federation of Anglers & Hunters	
Ecosystem Management	<b>Brennan Paul</b> , Toronto & Region Conservation Authority	
Environmental Technician/Technology	Cale Reeder, Unimin Canada Ltd. Christine Brown, Ontario Ministry of the Environment	
Environmental Visual Communication	Dave Ireland, Royal Ontario Museum Susan McConnell, Stanford University Cristina Mittermeier, Intl'l League of Conservation Photographers Wallace Nichols, International League of Conservation Photographers Chris Palmer, American University Wade Davis, National Geographic Society Steven Balaban, Studio B Communications Inc. Garrick Ng, The Innovolve Group Deanna Del Vecchio, self-employed photographer Kyle Ferguson, LEAF Jason Bouwman, Compass Creative Tarla Peterson, Texas A&M University Aaron Huey, Harper's Magazine John Blewitt, Aston University Molly Mehling, Chatham University Chad Stevens, University of North Carolina Emily Hunter, Eco-Warrior Productions	
Fish & Wildlife	Dave Green, Natural Resource Solutions Inc. Christopher Weaver, Ministry of Natural Resources	
Forestry	Gareth Davies, Ministry of Natural Resources	
Heavy Equipment	Kevin Cornish, Nortrax	
Outdoor Adventure Skills		Sean Pennylegion, The Forest Festival
Resources Drilling & Blasting	Jason Bindseil, EBS Engineering and Construction Ltd. Bill Krasnozon, Boart Longyear	
Urban Forestry		William Kenney, University of Toronto

SCHOOL	NEW MEMBER	OUTGOING MEMBER
<b>General Arts &amp; Sciences</b>		
Community Integration through Co-operative Education	Wayne Caume, Kawartha Pine Ridge District School Board	Gene Canning, Ministry of Training, Colleges & Universities  Christine Orton, Kawartha Pine Ridge District School Board
General Arts & Sciences	Gene Canning, Ministry of Training, Colleges & Universities  Wayne Caume, Kawartha Pine Ridge District School Board	Shelley Roy, Kawartha Pine Ridge District School Board
<b>Haliburton School of the Arts</b>		
Visual & Creative Arts diploma	Term extensions to be discussed at the next meeting.	
Sustainable Building	Term extensions to be discussed at the next meeting.	
<b>Law, Justice &amp; Community Services</b>		
Police Foundations		Inspector Earl Johns, OPP (retirement)
Pre-Service Fire Fighting Education & Training	Max McCauley, Fire Chief, North Kawartha Emergency Services	
Security & Risk Management	Chris Kelly, Sears Canada Inc.	

#### 4. PARTNERSHIPS/COMMUNITY LINKAGES

**BUSINESS, COMPUTING & HOSPITALITY** – An extensive number of partnerships have resulted from new initiatives which have all been approved at the Program Advisory Committee level. This year's student applied projects were delivered with several partners in the community (including Trent University) for the Applied Innovation Forum at the Peterborough Golf and Country Club.

The school has built a new partnership with Centennial College to bring International students into the Business programs, effective September 2011. The school continues to review potential partnerships with schools in Ireland. Additional investment in a partnership for our graduates to the Northwood University (Michigan) Business Degree programs directly into their final fourth year has been renewed and is very popular with students. Program Advisory Committees have been very supportive of these school initiatives.

The School of Business, Computing and Hospitality has a history of providing community-based learning in partnership with many businesses and industries. Our applied learning projects have been a source of community attraction given that our students actually work to assist the community in so many major projects. A sample would include, but is not limited to, our work with the Canada Revenue Service where accounting students actually complete income tax returns for members of the community who are unable to do complete on their own. Our annual Bell Canada Innovations Forum demonstrates our students' successful projects provided to business and industry throughout our region, nationally and in some cases, internationally.

Our service learning for the community goes well beyond our borders, as indicated, with the applied projects above but more importantly, our students continue with their charitable work in Jamaica where they serve the local communities in need and experience first-hand the difficulties faced by other societies globally. Many special student community projects continue outside of the private sector, including: development of strategic planning work for the Ontario Provincial Police and our local Peterborough Lakefield Police Service in computer program development. From automobile dealers in our region, to the hospitality field, from computer engineering to marketing and accounting - students are helping our communities through applied learning and project development.

**Education, Health & Wellness** – As the new Continuing Education Lead for the School of Education Health & Wellness, Linda Poirier was introduced to each Program Advisory Committee over the past year, to discuss how the School can better meet the continuing education and contract training needs of relevant professionals within the Peterborough region. The advantages to a decentralized Continuing Education model were discussed and supported by Program Advisory committees.

**Environmental & Natural Resource Sciences** – Program Advisory Committee meetings have proven to be an important opportunity for industry leaders and Fleming faculty and administration to come together to discuss larger program issues and areas of opportunity. The following are highlights of partnership and community linkages that have been discussed at Advisory Committee meetings recently:

**Applied and Community-Based Research:** This newly approved post-graduate certificate program is 8 months in length, with a field research aspect in a local or international setting. The research is not necessarily strictly environmental in focus; students may choose to research issues in the community surrounding poverty, economic issues that are connected to environmental causes, etc. A core concept in the program will be partnerships and community linkages.

**Earth Resources Technician:** Members noted an importance in establishing partnerships with Colleges and/or Universities in provinces in Western Canada, as there are an abundance of employers in the Earth Resources Technician field out West. It is important the companies out West are aware of Fleming College and the graduates it produces in the field; certain partnership with local educational institutions could achieve this. Committee members also suggested that students complete smaller projects throughout the curriculum; members advised a partnership with The Community Links (C-Links) Centre for Community-Based Project and Social Mapping may be a good venue for these sorts of projects.

**Ecosystem Management:** The program strongly believes that students need an opportunity to experience international activities, in order to develop into global citizens. International partnerships in Costa Rica and South Africa have developed because of this vision.

**Environmental Technician/Technology:** Students indicated their interest in a co-op experience. Committee members favoured a block placement rather than one day per week, noting that students could be better integrated into operations at their host location if they are on site every day for several weeks. The longer term would also permit students to work for employers located geographically outside the Lindsay area.

**Environmental Visual Communication:** This program is being delivered at the Royal Ontario Museum (ROM) in Toronto starting in May 2012. This program is filling a real industry niche and the unique partnership between Fleming College and ROM to deliver this is quite monumental, as outlined by committee members.

**Forestry:** The Forestry program is currently developing a third semester redesign for Fall 2012 which will focus on problem-based learning to better meet the needs of employers and better prepare students. A Woodlot Conference organized by the students is included in this redesign, which will really bridge students, employers and industry partners.

**Outdoor Adventure Skills:** A 2-year diploma program in Outdoor Adventure Education has been approved by the College and the Ministry. The first intake will be September, 2013. Students can graduate at the end of the first year with a certificate, or complete years 1 & 2 for a diploma. As part of the curriculum, it was suggested that a partnership with the Boys and Girls Club of the City of Kawartha Lakes could be explored, where our students could “teach” specific skills. The program is involved with or exploring other local opportunities in schools as well.



**Urban Forestry:** Fleming College and the University of New Brunswick have agreed on a “joint” Urban Forestry Diploma/Degree Program. The first 2 years would be spent at Fleming, and the second 2 years at the University of New Brunswick, The students will be eligible to graduate at the end of the two years at Fleming with a Diploma in Urban Forestry, or continue for two years at the University of New Brunswick and earn a BScF with a major in Urban Forestry.

**General Arts & Sciences** – The Community Integration through Co-operative Education (CICE) has developed links with several key employers in the region for ongoing field placement opportunities in the program. Fleming College continues to explore and review articulation opportunities for its General Arts & Sciences programs.

**Haliburton School of the Arts** - Students are encouraged to explore and pursue a continuation of their craft through further education and studio practice opportunities. Two recent graduates of our glassblowing program have been accepted into the Harbourfront Artist in Resident program.

**Law, Justice & Community Services** – The partnership with North Kawartha Fire Services has been operating for four years and continues to grow. They now have larger dorms and grants have been set up. There are currently eight students (with capacity for eleven). Students have the opportunity to receive training with the fire department on material that is not covered by the College. The students are also involved with the community for various events or initiatives. We are currently the only program in Canada that can provide this type of experience.

## **OTHER ADVICE/FEEDBACK RECEIVED**

**Business, Trades & Technology** – Program Advisory Committee support has resulted in additional advice and feedback in a number of areas, including:

The school achieved many new initiatives which includes new Post Graduate Certificate programs in Wireless Information Networking (WIN) and Project Management. Both of these new programs are designed to attract both domestic and international students and both are based on our other new initiative now running in International Business Management.

The school has been able to attract (as both registrants and applicants) approximately 45% of all the international India students attending Fleming College. This is indeed an indication of our ability to respond to the new international marketplace without creating programs which prohibit our existing domestic student interests.

Our Student Representatives' Program, now in its fourth year, has been recognized as a leading student engagement success strategy by the Ontario College Administrative Staff Association (OCASA). Dean Drennan will be presenting the benefits of this program at the spring OCASA annual conference at Blue Mountain Resort in June 2012.

The School recently hosted two delegations from the Republic of Ireland's Institutes of Technology. Our goal is to work toward a joint exchange program for faculty and transfer agreements for program completion between these Institutes of Technology in Ireland and Fleming College's School of Business, Trades and Technology. Two faculty representatives from hospitality and marketing attending the Tralee Institute of Technology in May 2012 to help establish the exchanges described.

The School has developed a program transfer agreement with St. Mary's University. This agreement paves the way for business and hospitality diploma students to receive advanced standing at the St. Mary's University - Sobey School of Business.

Students from the Travel and Tourism program have, once again, ventured to Jamaica where (accompanied by faculty) they provide essential assistance to families in need in Jamaica. At the same time, we continue our partnership with Mexico in an exchange between a university in Mexico and the International Trade

program. This program has continued under our EDGE philosophy and our strong interest in international education and partnerships.

Culinary students competed in the Ontario Skills Competition in Waterloo in May 2012. Each year, the school has a delegation of top students in culinary compete with their counterparts from across Ontario within the discipline.

The School recently hosted a joint Secondary School/ School of Business faculty professional development day at Fleming. Approximately 25 faculty from the business and technology programs at the Peterborough Victoria Northumberland and Clarington (PVNC) Catholic District School Board engaged with Fleming's Business and Technology faculty to discuss critical issues concerning the transfer and preparation of students into Fleming College programs. This initiative was a successful event and provided valuable information for faculty in both organizations.

**Education, Health & Wellness** – This year the Pharmacy Technician Program was awarded the status of Provisional Accreditation by the Canadian Council for Accreditation of Pharmacy Programs for a three-year term, 2012-2015. This means students will be able and well-prepared to write the national pharmacy technician qualifying examination.

Also this year, Health Information Management has been granted formal recognition by the Canadian Health Information Management Association (CHIMA). Graduates will be eligible to write the Canadian College of Health Information Management's national certification examination, and upon successful completion, use the professional designation CHIM (i.e. Certification in Health Information Management).

As an optional opportunity to Fitness and Health Promotion students, five external certifications have been integrated into the main program.

The Early Childhood Education (ECE) Advisory Committee offered their congratulations to Teresa Burke, a former Fleming graduate, who was presented with the Prime Minister's Award for Excellence in Early Childhood Education.

**Haliburton School of the Arts** – Ceramic artists are heading towards a multi-disciplined-practise with a strong overlap/merge between craft and design (product design artists crossing over with craft design). Our programs should teach the core competencies that allow the students to move forward after completing the program to enhance their own practises.

Board of Governors Public Meeting

ACTION REQUIRED:

Information

Discussion/Decision

**SUBJECT:** *Annual Report for 2011-2012*

**PRESENTED BY:** Ms. Crook, Vice-President Human Resources and Strategic Development

### SOURCE / BACKGROUND

- Ministry Policy framework, *Governance and Accountability*
- Ministry Operating Procedure, *Annual Report*
- Executive Leaders Team
- Fleming College 2010-2011 Business Plan, approved June 22, 2011 #9

Section 8 of O.Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 requires each college to prepare an **annual report**, make it available to the public, and submit the report to the Minister. The Minister has issued a Binding Policy directive on Governance and Accountability which requires the annual report to be prepared in accordance with the Annual Report Operating Procedure.

The **annual report** charts the College's achievement of the operational outcomes established in the business plan for the year and includes the audited financial statements. A key purpose of the report is accountability to the public and to the government, with particular reference to how a college is meeting its multi-year accountability commitments. The information is also used by the Ministry to advise and inform government planning and policy-making.

### DISCUSSION / OPTIONS

The Board of Governors is responsible for:

- ensuring that the annual report fulfils the requirements of the Binding Policy directive on Governance and Accountability, with includes fulfilling the requirements of the operating procedure
- approving the annual report including the financial statements
- ensuring the annual report is submitted to the Ministry by July 31 of each year
- ensuring that the annual report is made available to the public.

The report back on the commitments in the Multi-Year Accountability Agreement must be submitted to the Ministry in September and will be presented to the Board in the fall.

The *Fleming College Annual Report 2011-2012* is attached.

### FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

N/A

### RECOMMENDATION

**THAT** the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Annual Report 2011-2012*, as circulated.

Board of Governors Public Meeting

ACTION REQUIRED:  
Information   
Discussion/Decision

**SUBJECT:** *Business Plan for 2012-2013*

**PRESENTED BY:** Ms. Crook, Vice-President Human Resources and Strategic Development

#### SOURCE / BACKGROUND

- Ministry Policy Framework, *Governance and Accountability*
- Ministry Operating Procedure, *Business Plan*
- Executive Leaders Team
- Fleming College Strategic Plan 2010-2015, approved May 26, 2010 #6

The **business plan** allows colleges to plan its operations for the fiscal year within the framework outlined in the strategic plan. It identifies to the public and to the government the operational outcomes that the college expects to achieve in the year. The Ministry uses the information provided in the business plan to advise and inform government planning and policy-making.

Section 8 of O.Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 directs the board of each college to submit a strategic plan, a business plan, and an annual report to the Minister of Training, Colleges and Universities annually.

The Minister's Binding Policy directive requires the business plan to be prepared in accordance with the Business Plan Operating Procedure, which sets out the minimum requirements of an annual business plan, and identifies a June 30 due date each year.

#### DISCUSSION / OPTIONS

The business plan focuses on the college's operations and is to include the following information for the fiscal year:

- a statement of the operational outcomes and their relationship to the MYAA and strategic plan
- identification of the goals and objectives still to be achieved
- a description of the major actions the college will take during the year to achieve these operational outcomes
- a description of any significant factors outside the control of the college that are likely to affect the achievement of the outcomes
- a description of how the college will know that it has achieved its outcomes at the end of the year
- the budget for the year.

The *Fleming College Business Plan 2012-2013* is attached.

#### FINANCIAL AND OTHER IMPLICATIONS / IMPACTS

To match the audited financial statements, the opening net assets in the budget included in the business plan have been adjusted from the financial plan approved by the Board on April 25, 2012.

#### RECOMMENDATION

**THAT** the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Business Plan 2012-2013*, as circulated.