Fleming College

BOARD OF GOVERNORS PUBLIC MEETING

Wednesday, October 24, 2012
4:00 p.m.
Haliburton School of The Arts, Room #11
Haliburton, 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

Est. Time	Item
5 min	**1. Call to Order**
	2. Introductions
	a) Meeting Guests
	b) 2012-2013 Board of Governors (new members and the elected Executive)
	3. Approval of Agenda
	4. Conflict of Interest Declaration
1 min	**5. Unanimous Consent Agenda** Pgs 3-22

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.   A = Approve   R = Receive, for info

ITEMS: *(Enclosed)*

A	5.1	Minutes of the June 27, 2012 public meeting of the Board
A	5.2	List of College Signing Officials
R	5.3	Summer Decisions by the Board Executive
R	5.4	Activities of the Board Committees for the month of October 2012
R	5.5	Contracts Awarded Over $100,000
R	5.6	Program Advisory Committee Meeting Summaries and Fall 2012 Schedule of Meetings
R	5.7	Index of Correspondence for Summer/Fall 2012

15 min **6. Education of the Board**
Sandra Dupret, Dean/Principal of the Haliburton Campus, will provide a brief tour of the Campus as an introduction into Agenda Item 7.4

10 min **7. Reports**
7.1 Chair's Report *(handout)*
7.2 President's Report *(handout)*
7.3 Liaison Reports: (*verbal*)
   a) Aboriginal Education Council, meeting of October 4, 2012
   b) President's Advisory Council, meeting of September 20, 2012
7.4 Haliburton Campus Update*(Enclosed)* Pgs 23-25
7.5 "Connecting with Our Communities" *(verbal)*
7.6 Report from the In-Camera Meeting *(verbal)*

20 min **8. Generative Discussion**: *Fleming's Strategic Mandate Agreements*
Document is available at: http://flemingcollege.ca/about-fleming/reports-and-plans

Questions
1. What is the status of the SMAs given the Premier's resignation and the prorogation of the Legislature?
2. What elements of the SMA can and should the College actively pursue despite these circumstances?
3. What should be the Board's objective relevant to the SMA and the agenda of postsecondary reform in 2012-2013?

15 min   **9. Business Arising from Previous Meeting/s**
        9.1   2012-2013 Enrolment Update *(Enclosed)*   Pgs 26-27

20 min   **10. New Business / Board Decision Items**
        10.1 New Program Approval: Ontario College Graduate Certificate in Intensive Studio
            Practice (*Enclosed*)   Pgs 28-29
        10.2 Fleming College 2012-2013 Accessibility Plan *(Enclosed)*   Pgs 30-55
        10.3 Draft 2012-2013 Work Plan of the Board Committees and Board of Governors
            (Enclosed)   Pgs 56-58
        10.4 Paperless Meetings *(Enclosed)*   Pg 59

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

5 min   **12. Private Session**
        Members of the Board are reminded of the *private session* that will take place at the
        conclusion of the public meeting.

        13. Adjournment approx. 5:30 p.m.

UNANIMOUS CONSENT AGENDA

SOURCE

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

Action Required	
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**THAT the Board of Governors of Sir Sandford Fleming College, by unanimous consent,** **approve the** 5.1 **minutes of the June 27, 2012 public meeting of the Board** 5.2 **List of College Signing Officials; and** **receive, for information, the** 5.3 **Report on the Summer Decisions by the Board Executive** 5.4 **Report on the Activities of the Board Committees for the month of October 2012** 5.5 **Report on Purchase Contracts Awarded over $100,000** 5.6 **Program Advisory Committee Meeting Summaries and the Fall 2012 Schedule of Meetings** 5.7 **Index of Correspondence for the Summer/Fall 2012 timeframe** **as circulated.**
Prepared by	Board Secretary

Fleming College

BOARD OF GOVERNORS
Public *(Open Session)* Meeting
Wednesday, June 27, 2012
Scholfield Boardroom, Brealey Room 5920
Peterborough, ON

M I N U T E S

Present: Mr. Astell, Mr. Degeer, Dr. Dockstator, Mr. Greene, Ms. Hayes, Ms. Kalavrias, Mr. Lovenuk, Mr. MacDougall, Mr. Mackle, Ms. Maki, Mr. McLean (Board Chair), Mr. Nesbitt, Ms. Ross, Ms. Shill, Ms. Sutcliffe-Geens, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Mr. Gulston, Ms. Maki.

Administration: Ms. Cameron, Ms. Crook, 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
The Chair brought the meeting to order at 5:22 p.m. and welcomed those in attendance.

2. Approval of Agenda
BoG June27-2012 #1
> Moved and Seconded by Ms. Shill and Mr. Astell
> **THAT the agenda be approved, as circulated.**

<u>Carried</u>

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

4. Report of the Board Chair
Governor McLean presented his report, provided as a handout. New members will be joining the Board as of September 1. Earlier in the afternoon, members whose terms draw to a close were acknowledged and thanked: Nancy (Keating) Dennis, Judith Hayes, George MacDougall, Elane Kalavrias, Tyler Lovenuk and Corey Greene.   The Report was received, for information.

5. Report of the College President
The President presented his Report, provided as a handout, and highlighted a number of activities. The Province has launched broad consultations with sector stakeholders concerning the future of postsecondary education. The Report was received, for information.

6. UNANIMOUS CONSENT AGENDA
There were five items identified on the <u>Unanimous Consent Agenda</u>. Governors were requested to identify those to be removed and placed on the regular public meeting agenda; none were identified.

BoG June27-2012 #2
> Moved and Seconded by Mr. Lovenuk and Mr. MacDougall
> **THAT the Board of Governors of Sir Sandford Fleming College**

- **approve the minutes of the May 23, 2012 public meeting of the Board of Governors;**
- **approve the Investment Performance Report for 2011-2012, as circulated;**
- **grant the Executive Committee the 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 the Fall 2012 with all such activity publicly reported at that Board meeting; and**

receive, for information, the
- **Report of the Purchase Contracts ($100,000 to $499,000) awarded for the period October 1, 2011 through May 31, 2012; and the**
- **Index of Correspondence for June 2012.**

<u>Carried</u>

BOARD OF GOVERNORS MEETING AGENDA

7. Business Arising from the Minutes
None identified.

8. Board Business

8.1 <u>Financial Statements for 2011-2012</u>: The statements for the period ending March 31, 2012 reflect a balance of $1,309,200; it is the recommendation of the Audit Committee that an additional $309,400 be internally restricted.

BoG June27-2012 #3

Moved and Seconded by Mr. Nesbitt and Mr. Degeer

THAT the Board of Governors of Sir Sandford Fleming College internally restrict $309,400 for the purpose of future residence deferred maintenance and furniture replacement, and other direct student services AND

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.

<u>Carried</u>

8.2 During the project phase of the <u>Peterborough Sport and Wellness Centre</u>, a steering committee oversaw the development of the partnership project between the City of Peterborough and Fleming College; the intended purpose of the steering committee has been fulfilled. It is now proposed that the Steering Committee evolve into an operations management committee comprised of staff members, not Councillors or Governors. As an administrative committee, matters requiring direction would then be referred through the City's Arenas Parks and Recreation Advisory Committee and the College's senior leadership team and, where direction is required corporately, through the City/College Liaison Committee.

The Board noted that the City/College Liaison Committee was established to provide a forum for dialogue and sharing of information between the College and the City; as such, it does not meet on a regular or scheduled basis. The Board observed that this mandate could also be achieved by incorporating the liaison role into the terms of reference of an existing committee of the Board versus formalizing the status.

BoG June27-2012 #4

Moved and Seconded by Mr. Lovenuk and Mr. Nesbitt

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 confirm support for the creation of an administrative committee whereby operational matters would be referred to the College's Executive Leaders Team and corporate matters to a designated Board Committee assigned the liaison responsibility.

<u>Carried</u>

8.3 <u>New Program</u>: On behalf of the Committee Chair, Dr. Tilly presented a proposal to offer an Ontario College Certificate in <u>Trades and Technology Fundamentals</u>. Members sought clarity on the financial projections and the point at which programs meet revenue targets.

BoG June27-2012 #5

Moved and Seconded by Ms. Kalavrias and Ms. Shill

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.

<u>Carried</u>

8.4 <u>New Program:</u> Dr. TIlly presented a proposal to offer an Ontario College Graduate Certificate in <u>Aquaculture</u>, a program that fits with the School of Environmental and Natural Resource Sciences' strategy to offer leading-edge programming in water and related programming.

BoG June27-2012 #6

Moved and Seconded by Mr. Mackle and Ms. Shill

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.

<u>Carried</u>

8.5 <u>Program Modification – Collections Conservation and Management</u>: Presented by Dr. Tilly, the program is currently offered as a diploma but is better suited as a graduate certificate in light of the nature and complexity of the work.

BoG June27-2012 #7

Moved and Seconded by Ms. Kalavrias and Mr. Astell

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.

<u>Carried</u>

8.6 Three <u>College Policies</u> were presented. Policy #1-105 has been expanded to reflect our approach to honour and recognize corporate and individual achievements. The second policy, Policy #1-106, establishes a formal approach to naming or renaming of features and resources owned, operated and/or situated on land managed, leased or owned by the College; it replaces an existing policy. Policy #8-801 is a new policy that speaks to gift acceptance; thanks were extended to the Advancement Committee for their input in the development of the policy. All three policies and their operating procedures reflect "next review" dates, as the College begins a comprehensive review of its policy manual.

BoG June27-2012 #8

Moved and Seconded by Ms. Hayes and Mr. Nesbitt

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

<u>Carried</u>

BoG June27-2012 #9

Moved and Seconded by Ms. Hayes and Mr. Astell

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

<u>Carried</u>

BoG June27-2012 #10
> Moved and Seconded by Ms. Hayes and Mr. Degeer
> **THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #8-801 – *Gift Acceptance*, as circulated.**
>
> <div align="right">Carried</div>

8.7 On behalf of the Vice-President Academic, Dr. Tilly presented the Annual Program Advisory Committee Report and noted that the Board had reflected on some aspects of the Report in the in-camera meeting. In this regard, there is a strong interest by the Board in ensuring Program Advisory Committees are as robust and effective as possible, which led the Board to make the following recommendation:

BoG June27-2012 #11
> Moved and Seconded by Ms. Shill and Ms. Hayes
> **THAT the Board of Governors of Sir Sandford Fleming College direct the President to request staff provide recommendations, for consideration of the Board, for recognizing advisory committee members.**

> Dr. Tilly clarified that each advisory committee member receives a welcome letter and a thank you letter upon completion of service that is signed by the College President on behalf of the Board of Governors. These official documents are a small recognition. The intent of the Board's request is to find additional ways to encourage high level engagement.
>
> <div align="right">Carried</div>

8.8 Report from the In-camera Meeting: The Board awarded the tender for construction of the Kawartha Trades and Technology Centre to *Elite Construction Inc.* (Concord, ON).

9. STRATEGIC DISCUSSION / DECISION ITEMS

The Annual Report for 2011-2012 and the Business Plan for 2012-2013 were presented by Ms. Crook. Dr. Tilly expressed appreciation for the work that has gone into the preparation of these integrated planning documents.

The *Annual Report* charts the College's achievement of the operational outcomes established in that year's business plan. The College has been successful in achieving the majority of objectives.

BoG June27-2012 #12
> Moved and Seconded by Mr. Astell and Mr. Nesbitt
> **THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Annual Report 2011-2012*, as circulated.**
>
> <div align="right">Carried</div>

The College has put together an annual report that emphasizes a report card/compliance document style; it was suggested that the College consider incorporating more of a promotional style in the next Annual Report.

The *Business Plan* outlines objectives that relate not only to the strategic goals, but also include the themes of quality, efficiency, growth, sustainability, working environment and leadership. The priorities for 2012-2013 have been carefully chosen to ensure substantial progress in achieving the strategic goals.

BoG June27-2012 #13
> Moved and Seconded by Mr. Astell and Mr. Nesbitt
> **THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Business Plan 2012-2013*, as circulated.**
>
> <div align="right">Carried</div>

10. GENERAL LEARNING ABOUT THE COLLEGE / COLLEGE SYSTEM

10.1 <u>President's Advisory Council</u>: All colleges are mandated to have an advisory college council, a portion of the governance framework. Fleming's Board uses a rotating membership rather than an assigned representative so as to afford all governors the opportunity to participate as the Board's representative at Council. Attention was directed to the summary report of the 2011-2013 meetings of President's Advisory Council, contained in the Annual Report.

10.2 <u>An Overview of e-Learning</u>: Dr. Tilly noted a commitment to provide the Board with information on this topic and recommended this be brought to the Board via the Academic and Student Affairs Committee. There was consensus that this be a priority of the fall meeting schedule.

11. OTHER BUSINESS
None brought forward.

12. ADJOURNMENT OF MEETING at 6:05 p.m. by Mr. Lovenuk and Ms. Hayes.

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *College Signing Officials*
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

SOURCE

- Current list approved by the Board, updated May 25, 2011
- By-law 1-102, s.41 and s.42 provides for the Board to designate signing authority, determined by resolution of the Board
- Finance and Property Committee, as recommended October 10, 2012

Background • Purpose • History • Other relevant information	The Board approves signing officers for the College with respect to (a) banking and (b) contracts and agreements, and signing authority for (c) emergency loans and (d) student placement agreements. Many titles have been changed and/or removed as signing officials. There have also been organizational changes in the Academic division which has resulted in the renaming of schools within the Academic area. For clarity, the changes to the current approved list are highlighted on the reverse.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion)	**THAT the Board of Governors of Sir Sandford Fleming College designate the attached list of positions for the purposes of executing documents on behalf of the College.**
Considerations, Impacts and Options • pros and cons	N/A
Financial Implications	N/A
Prepared by	Board Secretary

College Banking Signing Officers
President
Vice President, Academic
<mark>Vice President, Human Resources and Strategic Development</mark>
Vice President, Finance and Administration
Chair, Board of Governors
Chair, Finance and Property Committee
Director, Budget Services
Manager, Accounting Operations
Director, Finance
Accounting Operations Officer
<mark>Academic Finance/Budget Officer</mark>
<mark>Budget/Enrolment Finance Officer</mark>
<mark>Finance Business System Analyst</mark>
Manager, Payroll & HRIS Operations

Official Signing Officers (Contracts, Agreements)
President
Vice President, Academic
<mark>Vice President, Human Resources and Strategic Development</mark>
Vice President, Finance and Administration
<mark>Registrar and Director of Institutional Research</mark>
Chair, Board of Governors
Chair, Finance and Property Committee
Vice Chair of the Board/Chair Executive Committee
Director, Budget Services
Manager, Accounting Operations
Director, Finance
Director, Purchasing
<mark>Principal, Frost Campus</mark>
Director, Marketing
<mark>Executive Director, Student Services</mark>
Chief Information Officer
<mark>REMOVE: Dean, Con Ed and Skilled Trades</mark>
Chief Advancement Officer

Emergency Loan Signing Authority
<mark>REMOVE: Admissions Officer</mark>
<mark>Associate Registrar</mark>
Financial Aid Advisor
<mark>Financial Aid Officer, Brealey</mark>
<mark>Financial Aid Officer, Frost</mark>
Manager, Admissions
Manager, Records
<mark>REMOVE: Records Assistant, Brealey</mark>
<mark>REMOVE: Records Assistant, Frost</mark>
<mark>Registrar and Director of Institutional Research</mark>
<mark>ADD: Customer Service Advisor, Frost</mark>
<mark>ADD: Records Specialist, Frost</mark>

Student Placement Agreement Signing Authority
Principal, Haliburton Campus
<mark>Dean, School of Continuing Education and Skilled Trades</mark>
<mark>Dean, School of Business, Computing and Hospitality</mark>
<mark>Dean, School of Education, Health and Wellness</mark>
Dean, School of General Arts and Sciences
<mark>REMOVE: Dean, School of Law, Justice and Community Services</mark>
Dean, School of Environmental and Natural Resource Sciences

Titles that have changed since the last approved list have been highlighted in yellow. Positions that are removed and/or added are also highlighted.

Banking
President
Vice President, Academic
Vice President, Human Resources and Student Services
Vice President, Finance and Administration
Chair, Board of Governors
Chair, Finance and Property Committee
Director, Budget Services
Manager, Accounting Operations
Director, Finance
Accounting Operations Officer
Academic Financial/Budget Officer
Enrolment/Budget Finance Officer
Technical Business Analyst II - Finance
Manager, Payroll & HRIS Operations

Contracts, Agreements
President
Vice President, Academic
Vice President, Human Resources and Student Services
Vice President, Finance and Administration
Registrar and Director of Continuing Education Operations & Ontario Learn
Chair, Board of Governors
Chair, Finance and Property Committee
Vice Chair of the Board/Chair Executive Committee
Director, Budget Services
Manager, Accounting Operations
Director, Finance
Director, Purchasing
Principal/Dean, Frost Campus
Director, Marketing
Associate Vice-President Student Services
Chief Information Officer
Chief Advancement Officer

Emergency Loan Signing Authority
Associate Registrar, Systems and Financial Aid
Financial Aid Advisor
Financial Assistance Officer, Brealey
Financial Assistance Officer, Frost
Manager, Admissions
Manager, Records
Registrar and Director of Continuing Education Operations & Ontario Learn
Customer Service Advisor, Frost
Records Specialist, Frost

Student Placement Agreement Signing Authority
Principal, Haliburton Campus
Associate Dean, School of Trades and Technology
Dean, School of Justice and Business Studies
Dean, School of Community Development and Health
Dean, School of General Arts and Sciences
Dean, School of Environmental and Natural Resource Sciences

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Summer Decisions by the Board Executive*
PRESENTED BY: Governor McLean, Chair – Board of Governors

Background	The Board granted the Executive the 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 the Fall 2012, with all such activity publicly reported at that Board meeting. This action ensures that urgent matters which may arise during the summer months are handled in a timely fashion. The Board Executive was not required to act on behalf of the Board between June 28 and October 23, 2012.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**For information.**
Prepared by	Board Secretary

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Activities of the Board Committees for the Month of October 2012*
PRESENTED BY: Governor McLean, Chair – Board of Governors

Background	A report detailing the activities of the Board Committees at meetings held on October 10, 2012. Committees were not scheduled to meet in the month of September. A best practice followed by the Board is to provide an opportunity, at the first scheduled meeting of a committee, to review the role and responsibilities of the committee. Committees also developed work plans for the coming year.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**For information.**
Prepared by	Board Secretary

Academic and Student Affairs Committee
Governor Maki – Committee Chair

The Committee received a presentation for a new program of instruction and recommended the program for Board approval. Governor Mackle agreed to serve as the Committee's Vice-Chair for 2012-2013.

Finance and Property Committee
Governor Degeer – Committee Chair

Attached is a document outlining the College's financial position for the period ending September 30, 2012.

The Committee reviewed the list of signing officers and recommended an updated list for Board approval.

Human Resources Committee
Governor Dockstator – Committee Chair

The Committee received an update on the professional development program offered to College staff.

Executive Committee
Governor Ross – Committee Chair

The Executive Committee assists the Board with carrying out its responsibilities. Now that Work Plans for the year have been developed, adjustments to the 2012-2013 meeting schedule may be necessary.

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

Advancement Committee
Governor Sutcliffe-Geens – Committee Chair

The Advancement Committee begins its second year meeting as a new committee of the Board. The Committee received presentations and updates from staff of the Advancement and Alumni Relations department pertinent to the responsibilities assigned to the Committee. Details on upcoming events and opportunities to support both capital campaigns and financial assistance of students are provided in the Chair's Report.

TO:	Tony Tilly
cc:	Executive Leaders Team
FROM:	Pat Blacker-Thomson
DATE:	October 3, 2012
SUBJECT:	Financial Position for the Period Ending September 30, 2012

The College Financial Position has been reported on the attached Statement of Revenue and Expenditures. Adjustments have been made to accrue for amortization to this point of time as well as revenues for tuition holdback, special projects, facilities renewal projects and ministry bursaries to reflect actual revenues earned.

Revenue

Grants and reimbursements appear favourable mainly due to the timing of ministry flowing cash ahead of last year. As well, there is an increase in Second Career Grant funding.
Student tuition is favourable by 12 percent overall. This is mainly due to tuition collection being behind last year as a result of the strike. As well, international tuition is ahead of budget.

Other income is and Ancillary fees are favourable mainly due to timing as a result of the strike.
Overall operating revenues are favourable by 6.8 % due to timing and favourable adjustments required in grants and tuition.

Expenditures

Full time salary and benefits are unfavourable mainly due to the support staff strike. Part time salaries and benefits are unfavourable mainly in academic expenses and will require adjustments in the update budget.

Non-salary expenses are unfavourable by three percent mainly due to timing of last year's expenses. There will be some planned adjustments to expenses during the update budget.

Cash Position

As of September 30, 2012 our cash and short term investment balance is $23,008,719.

Pat Blacker-Thomson
Director Budget Services.

SIR SANDFORD FLEMING COLLEGE

Statement of Revenue and Expenditures
For the Period Ending September 30, 2012

Fleming College

	Current Year			Prior Year			Variance	
	Actual To	Budget	YTD/Budget		Actual To	Actual	YTD/Year	Difference	
	30-Sep-2012	Current Year	%	1-Oct-2011	Prior Year	%	%	
Revenue								
Grants and Reimbursements	20,204	44,994	44.9%	17,974	44,377	40.5%	4.4% F
Student Tuition Fees	13,747	20,713	66.4%	10,632	19,725	53.9%	12.5% F
Contract Training	42	757	5.6%	54	504	10.6%	-5.0% U
Other Income								
Other Income	3,194	7,155	44.6%	2,654	7,119	37.3%	7.4% F
Ancillary Fees	2,014	3,969	50.7%	1,544	3,941	39.2%	11.5% F
Total Other Income	5,207	11,125	46.8%	4,198	11,059	38.0%	8.8% F
Amortization of Deferred Capital Contributions	1,820	3,640	50.0%	1,889	3,778	50.0%	0.0% F
Total Operating Revenues	41,021	81,229	50.5%	34,747	79,444	43.7%	6.8% F
Investments	10							
Skills Programs	1,609	2,866	56.1%	1,774	3,213	55.2%	0.9% F
Tuition Holdback Bursaries	494	2,220	22.3%	384	1,766	21.7%	0.5% F
Ministry Bursaries	177	833	21.3%	129	1,037	12.4%	8.9% F
Special Projects	657	1,738	37.8%	537	1,773	30.3%	7.5% F
Facilities Renewal and Renovation Projects	234	244	95.7%	260	533	48.8%	46.9% F
Ancillary Operations	2,072	3,934	52.7%	1,542	3,863	39.9%	12.7% F
Adjustments to Deferred Derivative Liability					454	0.0%	0.0% F
Total Revenue	$46,274	$93,064	49.7%	$39,372	$92,083	42.8%	7.0% F

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending September 30, 2012

Fleming College

	Current Year			Prior Year			Variance	
	Actual To	Budget	YTD/Budget	Actual To	Actual	YTD/Year	Difference	
	30-Sep-2012	Current Year	%	1-Oct-2011	Prior Year	%	%	
Expenditures								
Salaries and Benefits								
Salaries, Full Time	17,770	37,144	47.8%	16,872	36,129	46.7%	1.1%	U
Salaries, Part Time	3,483	10,549	33.0%	3,214	11,586	27.7%	5.3%	U
Benefits	4,541	9,841	46.1%	4,162	9,529	43.7%	2.5%	U
Total Salaries and Benefits	25,793	57,533	44.8%	24,247	57,244	42.4%	2.5%	U
Non-Salary Expenses								
Instructional Support Costs	2,124	4,372	48.6%	1,879	4,593	40.9%	7.7%	U
Travel and Professional Development	338	1,163	29.1%	323	1,032	31.3%	-2.2%	F
Advertising	344	830	41.5%	249	849	29.4%	12.1%	U
Telephone, Audit, Legal & Insurance	459	805	57.0%	383	905	42.3%	14.7%	U
Equipment Maintenance	163	380	43.0%	172	367	46.8%	-3.9%	F
Plant and Security	584	2,240	26.1%	647	2,405	26.9%	-0.8%	F
Rentals and Taxes	696	985	70.7%	634	914	69.4%	1.3%	U
Utilities	670	1,954	34.3%	556	1,906	29.2%	5.1%	U
Contract Services Trent		1,804	0.0%		1,750	0.0%	0.0%	F
Services & Other	910	2,786	32.7%	763	2,516	30.3%	2.3%	U
Long Term Debt Interest	50	91	54.7%	63	120	52.6%	2.1%	U
Amortization of Capital Assets	2,837	5,673	50.0%	2,674	5,348	50.0%	0.0%	F
Total Non-Salary Expenses	9,175	23,083	39.7%	8,344	22,705	36.7%	3.0%	U
Total Operating Expenditures	34,968	80,617	43.4%	32,591	79,948	40.8%	2.6%	U
Investments	272	1,052	25.9%	18	38	48.7%	-22.8%	F
Skills Programs	1,060	2,511	42.2%	1,164	2,799	41.6%	0.6%	U
Tuition Holdback Bursaries	494	2,220	22.3%	384	1,766	21.7%	0.5%	U
Ministry Bursaries	177	833	21.3%	129	1,037	12.5%	8.8%	U
Special Projects	657	1,738	37.8%	537	1,756	30.6%	7.2%	U
Facilities Renewal and Renovation Projects	234	244	95.7%	260	549	47.3%	48.4%	U
Ancillary Operations	1,945	3,849	50.5%	1,354	3,617	37.4%	13.1%	U
Total Expenditures	$39,807	$93,064	42.8%	$36,436	$91,510	39.8%	3.0%	U
Net	$6,467	$		$2,936	$573	512.3%		

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Purchase Contracts Awarded*
PRESENTED BY: Governor McLean, Chair – Board of Governors

Background	A report detailing the Purchase Contracts Awarded $100,000 to $499,000 for the June 1 through August 31, 2012 award period. Through the Finance and Property Committee, the Board receives this information on a quarterly basis.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**For information.**
Prepared by	Board Secretary

1. **Nortrax Canada Inc.**
   Description: Wheel Loader
   Contract Value: $138,732.36 tax included
   Award Date: July 31, 2012
   # of Bidders: 3
   Bid Results: Nortrax Canada Inc $138,732.36 tax included
                     Strongco Limited (Case) $153,680.00 tax included
                     Strongco Limited (Volvo) $172,551.00 tax included

   Tender awarded to the lowest compliant bidder.

2. **Dell Canada Inc.**
   Description: Active Directory Migration Solution
   Contract Value: $245,578.38 tax included, options included
   Award Date: August 27, 2012
   # of Bidders: 1
   Bid Results: Dell Canada Inc $245,578.38 tax included, options included

   Opportunity was posted on Merx and documents were requested by eleven (11) different organizations. Only one (1) compliant bid was received prior to the closing date and time.

   Tender awarded to the lowest compliant bidder.

3. **BFI Canada Inc.**
   Description: Waste Removal
   Contract Value: $140,000 tax included, total over three years
   Award Date: June 11, 2012
   # of Bidders: 4
   Bid Results: BFI Canada $140,000.00 tax included
                     Waste Mgmt $199,442.52 tax included
                     GFL Environmental $167,937.96 tax included
                     M&M Disposal $323,020.44 tax included

   Tender awarded to the lowest compliant bidder.

Fleming College

LEARN ı BELONG ı BECOME

Plumbing Program Advisory Committee
September 27, 2012

MEETING SUMMARY

Present: Garth Cochrane, United Association Local 463; Bruce Maly, Bruce Maly Plumbing & Drain Service; Brent Youmans, Youman's Plumbing & Heating; Barry Maddock, Peterborough Backflow Prevention; Shane Dobbin, Adamson & Dobbin Ltd.; Jamie Boxall, Graduate Student, Employed by Randle Plumbing; Doug Nisbett, Bardon Plumbing Supplies

Regrets: Scott Fleming, Construction Skills Coordinator

Fleming Staff: Gord Knox, Plumbing Coordinator; Mike Finley, Plumbing Faculty; Ronda Monahan, Centre for Learning & Teaching; Wayne Bonner, Associate Dean

Recorder: Angie Premate, School Operations Liaison

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Enrolment in the technical area continues to grow and retention rates are high. Enrolment is up overall.	
2.	The Plumbing program will have a Winter intake (January 2013).	
3.	The current program model was discussed with comparison sheets showing the alignment with the apprenticeship program exceeding in almost all levels. A review of the current curriculum model, as well as the quality assurance related process used to ensure currency of programs at the college also occurred.	
3.	Industry representatives shared their insight regarding the changes that are currently occurring within the Plumbing sector and the impact/further opportunities being presented for graduates of the program.	
4.	A college update was provided to the members regarding the Kawartha Trades & Technology Centre.	
5.	Training Delivery Status for plumbing was discussed and a request for support was put forward to committee members.	
6.	There was a request for letters of support by the Plumbing Coordinator to accompany the Training Delivery Status application.	

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

ADVISORY COMMITTEE MEETING SCHEDULE
October – December 2012

Community Development & Health

Practical Nursing	October 11 9:00 a.m. – 11:00 a.m. – Room 515
Pharmacy Technician	October 17 9:00 a.m. – 11:00 a.m. – Room 5920
Child & Youth Worker	November 1 9:00 a.m. – 11:00 a.m. – Room 5920
Esthetician	November 5 9:30 a.m. – 11:30 a.m. – Cobourg Campus
Paramedic	November 9 10:00 a.m. – 12:00 p.m. – Room 515
Massage Therapy	November 12 1:00 p.m. – 3:00 p.m. – Room 5920
Personal Support Worker	November 15 2:00 p.m. – 4:00 p.m. – Room 5920
Fitness & Health Promotion	November 26 8:30 a.m. – 10:30 a.m. – Room 5920
Developmental Service Worker	November 30 9:00 a.m. – 11:00 a.m., Room 515
Educational Assistant	December 6 9:00 a.m. – 11:00 a.m. – Room 5920

General Arts & Sciences

General Arts & Sciences	November 8 8:30 a.m. – 11:00 a.m. – Room 5920
Aboriginal Certificate	November 8 12:00 p.m. – 2:30 p.m. – Room 5920
Community Integration through Co-operative Education	November 2012 – to be confirmed

Justice & Business Studies

Security & Risk Management	November 9 10:00 a.m. – 12:00 p.m., Room 5920
Paralegal/Law Clerk	November 23 5:00 p.m. – 8:00 p.m., Room 5920
Police Foundations	November 27 10:00 a.m. – 12:00 p.m., Room 5920
Human Resources Management	November 30 9:00 a.m. – 11:00 a.m., Room 5920
Hotel and Resort Management	November 30 8:30 a.m. – 11:00 a.m., Room 653 Fulfords

Environmental & Natural Resource Sciences (All meetings @ Frost)

Heavy Equipment Techniques	October 25 10:00 a.m. – 1:00 p.m. HE Conference Rm 506
Fish & Wildlife	October 26 10:00 a.m. – 2:00 p.m., Room 252
Sustainable Agriculture	November 1 4:00 p.m. – 7:00 p.m., Room 252
GIS AS/CS	November 8 1:00 p.m. – 4:00 p.m., Room tbc
Earth Resources	November 9 12:00 p.m. – 3:00 p.m., Room 252

1

Haliburton	
Meetings to be scheduled in the New Year	
Trades & Technology	
Welding Techniques	November 23 9:00 a.m. – 12:00 p.m. - McRae Boardroom

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

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for Summer/Fall 2012*
PRESENTED BY: Governor McLean, Chair – Board of Governors

Background	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.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**For information.**
Prepared by	Board Secretary

MINISTRY OF TRAINING, COLLEGES & UNIVERSITIES CORRESPONDENCE

Programs Approved for Funding:
• Therapeutic Recreation, Ontario College Graduate Certificate, effective September 2013
• Trades and Technology Fundamentals, Ontario College Certificate, effective September 2013
• Wireless Information Networking, Ontario College Graduate Certificate, effective September 2012
• Aquaculture, Ontario College Graduate Certificate, effective September 2012

COLLEGE SYSTEM CORRESPONDENCE

The College Dispatch
• July 9, August 13 and October 1 issues

Inside ACCC
• August 17, September 14, September 28 and October 12 issues

Fleming in the News
• Opinion Column, August 16, 2012 (Brian Desbiens), Radical change for colleges, universities
• Haliburton Echo, July 16, 2012, Student takes film to Cannes festival

PROGRAM ADVISORY COMMITTEE MINUTES
• Plumbing Program Advisory Committee (September 27, 2012)

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Chair's Report*
PRESENTED BY: Governor McLean, Board Chair
ACTION: Receive, for information

Thank you to all governors, students and staff who attended the official groundbreaking on July 16 to celebrate the start of construction on the *Kawartha Trades and Technology Centre*. The Centre will be a regional hub for trades and technology education, and Fleming is excited to provide a much-needed space for trades and technology training.

Celebrating Our Students
Business student (Hospitality Administration – Hotel and Resort Management) – and former Student Governor – Tyler *Lovenuk* was the recipient of *a Student Business Leadership Bursary* sponsored by the Greater Peterborough Chamber of Commerce. Tyler, along with Trent University Business Administration student Wilson Scott were presented with their awards at the 9th annual Peterborough Business Excellence Awards Gala held on October 17, 2012.

Congratulations to *Fleming's nominees* for the *2012 Premier's Awards*:
- Technology: *Kim Appleton*, Business Administration – Information Technology, 1994, Emmatt Digital Solutions Inc., Co-Owner / President
- Health Sciences: *Michele Acorn*, Nursing, 1987, Lakeridge Health Centre, NP & APN Professional Practice Leader
- Business: *Mary LaRocque*, Travel and Tourism, 1984, Marlin Travel – Peterborough, Owner
- Arts: *Gayle McIntyre*, Art Conservation Techniques, 1982, Fleming College, Faculty
- Community Services: *Teresa Burke*, Early Childhood Education, 1986, Nursery Two, President
- Recent Grad: *Alex Parisienne*, Geographic Information Specialist – Applications Specialist, 2009, Ministry of Natural Resources

The gala event to recognize all nominees from the 24 community colleges will be held in Toronto on November 26, 2012.

The 2nd year *Culinary Management Students* will offer lunch in Fulford's Restaurant on Fridays beginning November 2 through to December 14. Reservations are highly recommended; call 705-749-5520 ext 1487 to book your table. For information regarding menus, please visit www.flemingculinary.ca and click on the Fulford's tab.

Board Leadership
The members of the Board Executive Committee, elected for a one-year term September 1, 2012 through August 31, 2012 are:
- *Peter McLean*, Board Chair
- *Joan Ross*, Chair of the Executive Committee and Vice-Chair of the Board
- *Tim Degeer*, Chair of the Audit and Finance & Property Committees, and 2nd Vice-Chair of the Board
- *Karen Maki*, Chair of the Academic and Student Affairs Committee
- *Mark Dockstator*, Chair of the Human Resource Committee
- *Tony Tilly*, College President

Board Recruitment
Our newest governors bring a varied yet comprehensive range of expertise and experience to the Board: **Dana Merrett** and **Dan Stanford** were directly appointed by the Board for three-year terms September 1, 2012 through August 31, 2015. New internal governors are **Heather Kerrigan**, elected Support Staff representative, **Sue Kloosterman**, elected Administrative Staff representative, and **Ed Sexton**, elected Student representative.

Strategic Planning
The Board held a Retreat Sunday evening/full-day Monday, September 16 and 17. The Board is in the process of finalizing objectives for the 2012-2013 year.

Key Dates and Events
• The Fall 2012 *Cast Iron Chef competition* will take place on October 25 in Fulford's Restaurant with all proceeds going toward student awards.

• *LoggerSports i*s scheduled for Saturday, November 3 at the Frost Campus in Lindsay.

• *Fall Open House* is also scheduled for Saturday, November 3 at all campus locations.

• The next scheduled meeting of the President's Advisory Council is Thursday, November 22 at the Frost Campus.

• The next scheduled *Board meeting* is *Wednesday, December 5* at the Frost Campus.

• *Alumni Appreciation Week* will take place during the week of February 11, 2013.

PREPARED BY: Board Secretary

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *President's Report*
PRESENTED BY: Dr. Tilly, President
ACTION: Receive, for information

October 22 through 26 is *Independent Learning Week*, or Week 8 of the Fall semester. Students have a break from class and in many instances focus on major assignments and test preparation.

Achieving Excellence in Student Learning

A short *Alumni Survey* is being conducted throughout the months of September and October; the feedback will help the Alumni Advisory Council move forward on developing a three-year strategic plan that aligns with the College's strategic plan. The survey is being conducted by phone and online.

The *Haliburton School of The Arts* is helping those outside the county get a little more creative, offering *24 courses at Fleming's Sutherland Campus* in Peterborough. Course length ranges from one-day workshops to weeklong courses, taught by HSTA's renowned faculty. To introduce the launch, HSTA partnered with ARTSPACE to create a pop-up gallery, entitled "Create It in Peterborough" which ran September 15 to 25.

On October 16, *fifteen students in Fleming's Emergency Management* program assisted the Peterborough Regional Health Centre in testing their emergency management plan. The students were patients for the mock exercise, triaged as if they had been involved in a bus crash. The exercise highlights how the department would move patients throughout the hospital, and to identify any gaps in the plan.

National Forestry Week was recognized September 23 to 29. More than 20 second year *Forestry students* ventured into the wooded areas adjacent to the College's Frost Campus to plant roughly 2,000 white pine and white cedar trees on September 28. All the seedlings were grown and nurtured on campus by students starting in January. The current pines were planted roughly 40 years ago.

Providing Superior Services and Facilities

The Financial Aid Office has launched its new *on-line bursary application* process. By completing this application, students are automatically considered for all college-administered bursaries, including those formally offered through the Advancement and Alumni Relations Office, for which they may be eligible. Students simply log into the MyCampus portal and navigate to their student centre to access the application.

The fundraising campaign for the Kawartha Trades and Technology Centre was officially launched on October 15. The *Building Skills and Shaping Futures* campaign has received a generous $150,000 donation from the Good Samaritan Hands Up Foundation, a fund within the Community Foundation of Greater Peterborough. The Campaign has reached $185,000 of its $1-million goal with funds earmarked for infrastructure and capital equipment.

The annual *Haliburton School of The Arts Faculty Art Auction* grossed more than $18,000 through the sale of 48 silent auction items and 71 live auction items; proceeds from the August 9 event are directed to bursaries and scholarships for students attending arts programs at the Haliburton Campus. Congratulations to Co-chairs Barb Peel and Ted Brandon and members of the Haliburton Campus Friends Committee for all their hard work and dedication in organizing this event.

Leading in Sustainability

A steering committee is being established to oversee and guide the *e-Learning Strategy*; it will be co-chaired by Vice-President Academic, Blane Harvey and Chief Information Officer, Jim Angel.

The Government of Canada is continuing to invest in 24 postsecondary institutions undertaking market-driven projects in partnership with hundreds of small and medium-sized businesses in southern Ontario. Fleming College has received two awards through the Applied Research and Commercialization Initiative, part of the *Federal Economic Development Agency for Southern Ontario* (FedDev Ontario). In 2011, the College received $161,838 (Murrenhil Inc., NatureWorks Remediation Inc., the Tree Specialists Inc., and Mass Environmental Services). We will receive a total of $650,000 this year; an announcement on partners will be made once agreements are signed.

Growing with Positive Results

Three faculty from Ramniranjan Jhunjhunwala (RJ) College in Mumbai, India spent two weeks at Fleming (October 2 through 16) as part of a reciprocal agreement between our two institutions. Dr. Vijay Kulkarni is the Head of the Chemistry Department. Dr. Bhushan Arekar heads up the Political Science Department, and Dr. Anagha Kamble is Assistant Professor in the History Department. On October 15, they provided a formal presentation on the history and culture of India. Three Fleming faculty members (Faith Ratchford, Kim Healy and Heather Pollock) visited RJ College in Summer 2011. There are *approximately 200 international students* currently attending Fleming from India.

Building Community Success

On September 15, over 50 student and staff volunteers partnered with four United Way agencies in the inaugural *Fleming Serves – United Way Day of Caring*. Gathering at the College's main Campus, students were bussed to various agencies in Peterborough, completing various building projects and assisting in the set-up of the 2012 Pride Parade.

Fleming faculty and students at the Frost Campus, along with members of the Kawartha Lakes Police Service, canvassed Lindsay neighbourhoods the evening of September 17 as part of a new initiative to improve community relations between homeowners and off-campus students. The *Good Neighbour Guide* is a resource initiative created to help students understand and fulfil their important obligation to the community while living off-campus.

On October 2, the International Student Services department and the New Canadians Centre Peterborough hosted a *cricket match* at Bowers Park adjacent to the Peterborough Sport and Wellness Centre. It was a wonderful opportunity for students from India to teach community members about one of their most popular sports.

On October 10, the Minister of Training, Colleges and Universities, *Glen Murray*, along with MPP Jeff Leal *visited Trent University and Fleming College*. The Minister shared that the joint relationship between the two postsecondary institutions is looked upon as a model for other cities and communities across the province.

On October 25, the *Fleming CREW Employment Centre Haliburton* will host a free information session with a focus on skilled trades, taking place at the Haliburton Legion from 10:00am to noon. The session features guest speakers from Fleming, the Ministry of Training, Colleges and Universities, Transport Training Centres of Canada, and Hi Mark Occupational Skills Centre. Attendees will learn more about Second Career government funding, AZ/DZ licensing, and trades including heavy equipment operator, gas technician (19-week co-op), drilling and blasting, electrical power generation, general apprenticeships, and auto mechanic training.

The *Town of Cobourg*, in partnership with the Downtown Business Improvement Area and Northumberland Central Chamber of Commerce, will publicly launch the *Downtown Vitalization project* on October 25. Speaking at the event on behalf of Fleming College will be Dr. Jim Drennan.

Developing the Fleming Working Environment

The College was saddened to learn of the passing of *Paul McKinnon*, a faculty member of Fleming for more than 25 years. In the School of Community Development and Health, Paul also served as the program co-ordinator for the Social Service Worker program.

In 2011, the College introduced the *principles of "Lean",* simple but effective ways to provide excellence while being cost and time efficient. The pilot project focussed on workload and timetabling systems. Two projects were started this summer, the first on how we develop educational plans for students with disabilities and the second on the "Add Drop Swap" student self-serve process in Evolve. Over the past year, College staff have spent over 200 person days of effort working on these projects – and identified processes that can save over 400 person days annually over the next three years AND significantly reduce the time it takes for students to get their timetables and education plans. The first communication document relating to Lean was recently provided to staff and will be made available to Governors.

Congratulations to the following *employees* who, in September and October, achieved *significant service milestones*:

  10 years: Cheryl Wardell, Mary Lou McLean
  15 years: Graham Dean, Russell Turner, Patty Russell, Kim Healy
  20 years: Brian Clarke, Talbot Hurren, Trish Graham, Shelley Rowan-Drysdale, Gwen Parkes
  25 years: Betty Cree, Tony Fragomeli, Rose Manser, Kim Van Bruinessen
  30 years: Maggie Fry, Wendy Findlay
  35 years: Heather Pollock

Within the College System

As part of the Ministry's review of postsecondary education in Ontario, Fleming submitted its eight-page *Strategic Mandate Agreement* on October 12. Each of Ontario's 44 colleges and universities were requested to identify their top three priorities over the next five years and the resultant impact on students, enrolment, budgets and communities. Fleming's three priorities are: breaking down the barriers between education and the workplace through Work Integrated Learning (WIL); continued development of our Centre of Excellence in environmental education at the School of Environmental and Natural Resource Sciences; and productivity and innovation efforts through lean initiatives, resource sharing and revenue generation.

The Ministry of Training, Colleges and Universities will be administering the *KPI Student Satisfaction Survey* over two survey periods during the 2012-2013 academic year. The advanced survey takes place November 5 to 16 for field, co-op and clinical placement students who are unable to be surveyed in February; all other college students enrolled in their second semester and above will be surveyed February 4 to 15, 2013.

The Association of Canadian Community Colleges (ACCC) has announced that *James Knight will retire as President and CEO*, effective June 30, 2013. Many colleges, institutes and polytechnics have benefited from the Knowledge Infrastructure Program (KIP), a result of a proposal made by ACCC to ministers at the height of the 2008 financial crisis. Other legacies include increased federal support for college-SME applied research partnerships, the creation of industrial research chairs in colleges, and dedicating funding for research infrastructure.

Martin Hicks, former director of the Postsecondary Accountability Branch of the Ministry of Training, Colleges and Universities, has joined *HEQCO as Executive Director of Data and Statistics.*

Considerations, Impacts and Potential Implications

As noted above, the 2012-2013 year began with considerable focus in the summer months on post-secondary reform and institutional mandate. Since then, Premier Dalton McGuinty announced his resignation and the Legislature has been prorogued. These circumstances – combined with a minority government – translate into uncertainty concerning PSE reform. Colleges Ontario will continue to advocate for reforms that will improve pathways for students; Fleming College will continue to work on developing those pathways with our partner institutions.

In this context, Ontario's colleges are pleased to have reached a negotiated settlement with OPSEU Academic, who represent faculty at the 24 colleges across the province. Our faculty and support staff have collective agreements in place until August, 2014. During his visit to Peterborough, Minister Murray praised the Ontario Public Service Employees Union and the 10,000 college faculty members who voluntarily agreed to a two-year pay freeze in August when negotiating the collective agreement.

The plan to overhaul the province's postsecondary education system, outlined in the *Strengthening Ontario's Centres of Creativity, Innovation and Knowledge* discussion paper released the end of June 2012, proposes three-year bachelor's degrees, year-round schooling, more on-line courses, and a reformed transfer credit system. Throughout the summer, the Ministry held roundtable consultations on the proposals.

Strategic mandate agreements are being reviewed by the Higher Education Quality Council of Ontario (HEQCO) and separately reviewed by the Ministry of Training, Colleges and Universities. The HEQCO review will be done by a panel of 10 experts that includes former Humber College president John Davies, former Seneca College senior vice-president Cindy Hazell, and consultant David Trick, who has done work for Colleges Ontario and others. The panel will make recommendations to the government in February on which agreements look the most promising, based on criteria such as the extent to which the agreements reflect an institutional commitment to innovation, transformation and productivity. HEQCO will share its assessment of each strategic mandate agreement with the institution that submitted it. HEQCO is preparing papers on several subjects, including productivity in higher education, competency-based education, and online learning. The report on productivity will be submitted to government in the coming months.

PREPARED BY: Board Secretary

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Haliburton Campus Update Report*
PRESENTED BY: Ms. Dupret, Dean/Principal – Haliburton Campus

Background	A report to inform the Board of Governors of the activities of the Haliburton Campus since the last Campus Update (September 2009).
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**Receive the Report, for information.**
Prepared by	Sandra Dupret, Dean/Principal

Achieving Excellence in Student Learning

• Articulation agreements with OCAD University, Emily Carr University of Art and Design, Nipissing University, Wayne State University (Detroit), resulting in pathway opportunities for our graduates.

• Specialized assessment training for all part time faculty who teach in our full time programs; training was developed in conjunction with curriculum consultants in CLT.

• Program meetings with certificate program students are held every two weeks to ensure that any issues are addressed quickly; important to identify program concerns quickly when you have intensively delivered programs.

• Counselling processes and video calling options specific to the needs of the Haliburton campus' students and programs; currently, we have 20% of our full time students in need of accommodations and support, which has placed an increased demand for services.

• Fleming College's students in the Sustainable Building Design and Construction (SBDC) program partnered with Abbey Gardens Community Trust in the construction of a Creative Exchange Mart. The 2012 Sustainable Building Design and Construction project, located in West Guilford, Ontario, will be used to sell goods produced by local growers, artisans and Haliburton Highland's residents.

Creative Exchange Mart, West Guilford

Providing Superior Services and Facilities

• In partnership with the Student Association, a private student support services space has been constructed; this space is used for bi-monthly counsellor appointments, tutorial and EA sessions, LSS, private phone consultations with Tri-county Community Support Services, etc.

• Replacement of one septic system at the faculty cabins in consultation with CAWT.

• Improving the drinking water at the faculty cabins in consultation with CAWT.

- Replacing the back deck of the campus to improve safety.

- Water systems upgrades to make system more efficient and healthier.

- Faculty cabins being upgraded with a generous donation by the Metcalf Foundation.

- Museum studies programs received capital funds to replace/refurbish display at the Brealey campus to provide the students with a true to life environment for exhibiting and showcasing work.

- Student computers in the Haliburton campus labs were replaced in August.

- Open wireless was piloted at the Haliburton campus this spring and was very successful.

Leading in Sustainability

- Our Sustainable Building Design and Construction program continues to be a unique, accredited program offering in Canada.

- Partnership with Elis Don invites recent graduates of the Sustainable Building Design and Construction program to apply for a 12 month internship; this program is unique and only available for a graduate of our program. This partnership recognizes the importance of our graduates' unique skill set.

Growing with Positive Results

- Haliburton School of The Arts has strategically expanded programming into our neighbouring communities; Huntsville and Peterborough. Response to Huntsville has been positive and in our second year (2012) we increased our number of students per class approx. 28%. Peterborough was newly launched this fall and the numbers are increasing week over week as the community discovers our presence vis a vis increased marketing efforts.

- Our visual and creative arts diploma program has been growing steadily, increasing to our highest numbers of 35 in 2011. The flow through of students from this program results in increases in our certificate programs. This year, 26 students were welcomed and our growth plan is to continue increasing the enrolment.

- New for spring 2013 and pending approval, the campus will offer a graduate certificate in Intensive Studio Practice (to be renamed as per MTCU request.) This program will provide graduates of a visual arts diploma or degree the opportunity to work in a seminar and mentor/mentee environment to build a portfolio/body of work. It is an intense program; one year delivered in four months.

- We suspended the 2012 intakes the Ceramic program due to decreased enrolment; winter 2013 certificates are currently being evaluated to determine if all four programs will run in January, based on applications and conversion efforts.

- The college is working with renowned designer, Barr Gilmore, to add a design component to the campus. We are exploring a program that would be similarly modelled after the Design Academy Eindhoven in the Netherlands (a "compass curriculum" in which students rotate through areas of study that will expose them to the knowledge, skills and insights necessary for the design process); we plan to launch an advanced college diploma program (or degree) in September 2014.

- Dual credit offerings have significantly increased over the past two years. We are currently delivering 15 visual arts and landscaping techniques courses this academic year at a variety of locations, including: Bowmanville, Lindsay, Peterborough, Huntsville, Haliburton and Oshawa. We have welcomed 1-4 students each year from our dual credit programming.

Building Community Success

- Under the guidance and support of Fleming College's Advancement office, the Haliburton Friends Committee underwent a review process and membership drive. The result is an improved focus and commitment from the membership and an increase in members. A new event is being planned for next

spring and proceeds will be directed towards our student bursary program. Last year, over $18,000 was raised at the Faculty Art Auction, which is a long time Friends' event.

- College representation and participation on the Dysart Cultural Mapping Steering Committee. The committee worked with Millier Dickinson Blais to inventory Dysart's cultural assets and construct a short and long term cultural plan for the community.

- College representation on the:
    - Municipality's newly created Cultural Resource Committee
    - Haliburton Creative Business Incubator Committee
    - Ontario Craft Council Board of Director
    - Glebe Park Committee
    - Haliburton Highlands Tourism Committee
    - Haliburton Arts Council

Developing the Fleming Working Environment

- Corporate professional development opportunities are offered at the Haliburton campus, increasing staff access to important programs.

- Over 60% of full time staff have participated in GRID training program.

- Two Haliburton Campus support staff a year attend the annual Eastern Colleges Support Staff Conference.

SUBJECT: *2012-2013 Enrolment Update*
PRESENTED BY: Dr. Pander-Scott, Registrar

SOURCE

• Enrolment Plan

Background • Purpose • History • Other relevant information	The College experienced several years of significant enrolment growth from 2007-2008 to 2010-2011. This slowed in 2011-2012, with enrolment up 1% over the previous year. As anticipated, 2012-2013 has been a challenging year from a headcount perspective while at the same time we see changes in the enrolment mix providing, in part, an offsetting positive impact.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion)	**For Information.** Enrolment growth continues to be an important college priority. With a declining headcount yet a positive revenue impact, our results thus far for 2012-2013 are mixed. We will be working towards meeting our aggressive intake targets for Winter 2013 and ensuring a solid 2013/2014 Enrolment Plan featuring many new program initiatives and strong marketing and conversion efforts.
Considerations, Impacts and Options • pros and cons	**Current State**: The 2012-2013 Enrolment Plan includes forecasted enrolment for Summer 2012, Fall 2012 and Winter 2013, new and returning student enrolment. The Plan forecasts an overall decline in headcount enrolment performance of 1% over the previous year. We now have results for two terms of the plan, Summer 2012 and Fall 2012. With 956 full-time post-secondary students enrolled in Summer 2012, we exceeded the plan by 51 students. Our Fall 2012 Enrolment of 5881 students came in 28 students short of the plan. We are therefore 23 students ahead of the Plan. However, it is important to note that the Fall 2012 intake result (3263 students) is 128 students or 4% less than last year. Our overall new and returning student Fall 2012 enrolment is 2% less than last year. At the same time, the system has grown in overall Fall enrolment by 3% over last year. While our results are concerning, they are not unanticipated. We believe that the greatest contributors to these results include changing local demographics and decisions we made to cancel several programs that were weak financial contributors. It is important to not only consider the enrolment count, but also to consider the *nature of our enrolment*. There is an upside in this related to two factors. Our Community Integration for Cooperative Education program, introduced last year, has a very high funding unit associated with it. We will see the continued benefits of this program this year as we again offer the first year and also introduce the second year of the program. The second factor relates to *international enrolment growth*. International enrolment provides considerably more in year revenue than domestic enrolment. On this aspect of our Fall 2012 enrolment, we exceeded our target and have grown considerably since last year. With 202 Fall 2012 international students (new and returning combined), we have exceeded our target by 77 students and experienced growth of 280% over last year. Across the system, international enrolment has grown 11% over last year. **Looking Ahead to Winter 2013 and Beyond:** In anticipation of our Fall 2012 performance, some revisions were made to the Winter 2013 aspect of our plan,

	several months ago. These included adding new initiatives and expanding some seat availability in popular programs. We have also updated our forecasting to account for flow through from Fall 2012 activity and related enrolment distribution at a program level. We are forecasting a 2% decline over last year for Winter 2013. After taking our Summer 2012 and Fall 2012 actual performance along with our updated Winter 2013 forecast into account, we are projecting that our overall enrolment for the year will be down 1% to 2% over the previous year, while at the same time associated revenue will increase, given the changing nature of our enrolment.
	As we look ahead to 2013-2014, we anticipate a rebound in our headcount enrolment results with the planned launch of several new programs and further expansion of our international enrolment.
Financial Implications	**Budget Implications**: In anticipation of this enrolment challenge, the Preliminary Budget approved by the Board included provisions for an overall decline in enrolment headcount in 2012-2013 of 4.3%. We are currently performing ahead of this in terms of headcount and international performance. If we achieve the Winter 2013 activity as described, the overall impact on the budget will be positive.
Prepared by	Registrar

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *New Program – Intensive Studio Practice*
PRESENTED BY: Governor Maki, Chair – Academic and Student Affairs Committee

SOURCE
• New Program Development and Approval Process, endorsed by the Board January 26, 2011
• Academic Planning and Development Committee – September 26, 2012
• Academic and Student Affairs Committee – October 10, 2012

Background • Purpose • History • Other relevant information	Supported by a professional faculty team and in collaboration with their peers, the program provides an opportunity for artists of many profiles (new to seasoned professional) with a focused opportunity for further development of their work.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion)	**THAT the Board of Governors of Sir Sandford Fleming College approve and offer an *Ontario College Graduate Certificate in Intensive Studio Practice* with an implementation date of May 2013, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.**
Considerations, Impacts and Options • pros and cons	**Credential:** Ontario College Graduate Certificate **Program Length:** 4 months **School:** Haliburton School of The Arts **Proposed Start Date:** May 2013 **Evidence of Need**: The professional practices, substantial portfolio development and artist documentation generated throughout the program will be beneficial to those graduates wishing to pursue further postsecondary academic studies at either the undergraduate or graduate level. Further laddering opportunities will be explored. It is a natural complement to the portfolio of arts programs in Haliburton. **Student Interest:** While creative investigation, informed critical discussion, guest lectures, exhibitions and gallery visits will be part of the program experience, the emphasis will be on the development of one or more considered bodies of work within a supported environment for the purpose of renewing their artist's portfolios. The Visual and Creative Arts Diploma **Program Advisory Committee** supported the program at their June 1, 2012 meeting.
Financial Implications	No new space requirements are required. The program can be accommodated within existing studio space, equipment resources and access to specialized studios. The Spring offering will also enable the college to utilize the skill set of those established artists involved in the Haliburton School of the Arts Summer School. Funding approval will be sought from the Ministry to offer the program for Summer 2013. The Program Costing is attached.
Prepared by	Board Secretary

Sir Sandford Fleming College - Program Costing

Program Name: Intensive Studio Practice

	Tuition Fee (Gross)		$	2,529
	Holdbacks		$	211
	Tuition (Net)		$	2,318
	BOG (per yr)		$	4,300
(All values expressed in current dollars)	Attrition			0%
	WFU			1.10

	Year 1 2013/14	Year 2 2014/15	Year 3 2015/16	Year 4 2016/17	Year 5 2017/18
Summer Enrolment	14	14	16	16	16
Revenues					
Tuition Fees	$ 32,452	$ 32,452	$ 37,088	$ 37,088	$ 37,088
Student Supply Fees	-	-	-	-	-
MTCU Operating Grant Received	-	22,073	44,147	69,373	72,527
Total	32,452	54,525	81,235	106,461	109,615
Expenses					
Academic Direct	29,079	29,079	29,079	29,079	29,079
Technicians	8,118	8,118	8,118	8,118	8,118
Program Coordinator	8,367	8,367	8,367	8,367	8,367
Course Supplies	-	-	-	-	-
Field Trips - Full Recovery	-	-	-	-	-
Dean & Other academic costs	4,921	4,921	4,921	4,921	4,921
Total	$ 50,485	$ 50,485	$ 50,485	$ 50,485	$ 50,485
Net Contribution or (Cost) of Proposed New Program before Overheads	(18,033)	4,040	30,750	55,976	59,130
Contribution %	(55.6%)	7.4%	37.9%	52.6%	53.9%
Startup and Replacement Capital Costs	0				
Development Costs	4,000				
College Overhead	25,060	25,060	25,060	25,060	25,060
Net Contribution or (Cost) of Proposed New Program	($43,093)	($21,020)	$5,690	$30,916	$34,070
Cumulative Cash Flow	($18,033)	($13,992)	$16,757	$72,734	$131,863

Assumptions:
1. Dean and other academic administrative expenses allocated at 10.8% of direct academic expenses
2. Academic delivery costs are comprised 48 hours Full Time Faculty and the remainder Contract Faculty
3. College overhead is allocated at 55% of direct academic expenses

Fleming College

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College 2012-2013 Accessibility Plan*
PRESENTED BY: Sonia Crook, Vice-President Human Resources and Student Services

SOURCE

- Accessibility Working Group, September 2012
- Executive Leaders Team, September 2012
- Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- Integrated Accessibility Standard Regulation, June 2011

Background • Purpose of this report/request • Past history • Other relevant information	To review and endorse the Fleming College 2012-2013 Accessibility Plan (which includes the 2011-2012 Accessibility Report) and the Multiyear Accessibility Plan for 2012-2015. A complete copy is attached. The Plan is available on the external web site, in compliance with the AODA requirement to post annual plans by September 30: Accessibility Site: http://flemingcollege.ca/services/accessibility Accessibility Plan: http://flemingcollege.ca/PDF/Accessibility-Plan-2012-2013.pdf
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**THAT the Board of Governors of Sir Sandford Fleming College endorse the *Fleming College 2012-2013 Accessibility Plan* and the *Fleming College Multiyear Accessibility Plan 2012-2015*, as circulated.**
Considerations, Impacts and Options • pros and cons	The College has implemented a number of improvements in its effort to identify, remove and prevent barriers for people using College services and facilities. **Overview of 2012-2013 Objectives**

Related Standard	Objectives(by Regulation #)	Timeline
General requirements	s.3: Establish accessibility policies s.4: Establish multi-year plan; conduct consultation; prepare annual status report s.5: Incorporate access criteria in procuring/acquiring goods/services/facilities s.6: Incorporate access features in self-service kiosks s.7: Begin development of human rights training module for compliance by January 1, 2014	Jan 1, 2013
Information and communication	s.15: Provide accessible / conversion-ready educational training material or resources s.15: Provide program info and student records in accessible format s.16: Provide accessibility awareness training to teachers; keep records	Jan 1, 2013

Financial Implications • staff, facilities, equipment • impact on budget	There are possible financial, legal and staff implications; however, development and implementation of the Accessibility Plan will ensure the College is proactive in meeting accessibility regulations. • Accessibility awareness training for faculty: currently being developed by a Provincial Human Resources Committee. This will require completion by all faculty which could result in meeting costs for contract faculty. • Potential conversion costs associated with obtaining alternative formats for training / educational material – to be provided on demand as required. Need to begin consideration of longer-term budgetary implications as yet unknown • IT project planning & implementation – January 1, 2015
Prepared by	*Debbie Harrison*, Coordinator – Diversity, Accessibility and International Student Supports and *Nick Duley*, HR Consultant and Human Rights Officer

Sir Sandford Fleming College
2012–2013 Accessibility Plan

**Including the 2011-12 Annual Report
and the
Multiyear Project Plan addressing the AODA Integrated Standard**

Submitted by:
The Accessibility Working Group
Coordinated by:
Diversity Coordinator
Approved by:
Executive Leaders Team
June, 2012

Contents of the Accessibility Plan
Section 1: Executive Summary
Statement of Organizational Commitment to Accessibility
Introduction
Overview of 2012-13 objectives
Description of Sir Sandford Fleming College
Accessibility Working Group Members
Accessibility Working Group Planning Objectives
Section 2: 2011-2012 Progress Report
Section 3: Multiyear Accessibility Plan
Barrier-Identification Methodology
Reviewing and Monitoring Progress
Communication of the Plan
2012-15 Multiyear Accessibility Project Plan
Appendix: Multiyear timeline to 2020

SECTION 1: Executive Summary

The Fleming Commitment to Accessibility

At Sir Sandford Fleming College, we are committed to building an inclusive and accessible learning and working environment. We believe in and promote the rights of all persons with disabilities as enshrined in the **Canadian Charter of Rights and Freedoms***, the* **Ontario Human Rights Code***, and the* **Accessibility for Ontarians with Disabilities Act (AODA 2005)** *and its related* **Accessibility Standards Regulations***. The College supports the intent of the AODA and its goal of achieving accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodations, employment, buildings, structures and premises. The College also affirms the rights of all persons, including those with disabilities, to have access to equal opportunity in employment, education, accommodation or business dealings with theCollege.*

The College further affirms its commitment to promoting the following principles in all of its policies and interactions with persons with disabilities:
Dignity *- treating those with disabilities as customers and clients who are as valued and deserving of effective and full service as any other customer.*
Independence *– freedom from control or influence of others; freedom to make your own choices.*
Integration *– allowing people with disabilities to fully benefit from the same services, in the same place and in the same or similar ways as others.*
Equal opportunity *– having the same chances, options, benefits and results as others.*

Introduction

As a public College of Applied Arts and Technology in Ontario, Fleming College ensures that it meets all accessibility standards as required by the *Accessibility for Ontarians with Disabilities Act (AODA).* The purpose of the AODA is to improve opportunities for people with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province. To this end, the AODA mandates that each college prepare an annual accessibility plan.

On June 3rd, 2011, the province adopted the new Integrated Accessibility Standard Regulation 191/11 (herein referred to as the IASR)[1] that sets out the requirements for

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[1] For access to the full regulation online, go to:
http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws_src_regs_r11191_e.htm

three standards, Employment, Information and Communications, and Transportation, in one, integrated compliance timeline. It also contains general requirements that apply to all areas, such as developing accessibility policies and plans, training employees and volunteers, and considering accessibility when purchasing goods or services. As Fleming College does not operate transportation services, the Transportation Standard does not currently affect the College beyond the services it contracts, and so there is no work plan item in that category.

One major impact of the IASR is the requirement to undertake multiyear, as opposed to annual planning. As a result, Section 3 now contains a three-year project plan and a multiyear time line up to 2020. Each year, the College will be required to report on the year's activities and update the three-year plan. This year, the Accessibility working Group, with the aid of a Carlton University student intern (and Fleming graduate), engaged many executive and senior leader members in discussions on how to address the vast scope of the IASR in the coming years. The following table identifies the major priorities for the coming academic year.

Overview of 2012-13 Objectives

Related Standard	Objectives(by Regulation #)	Timeline
General requirements	s.3: Establish accessibility policies s.4: Establish multi-year plan; conduct consultation; prepare annual status report s.5: Incorporate access criteria in procuring/acquiring goods/services/facilities s.6: Incorporate access features in self-service kiosks s.7: Begin development of human rights training module for compliance by January 1st, 2014	January 1st 2013
Information and communication	s.15: Provide accessible / conversion-ready educational training material or resources s.15: Provide program info and student records in accessible format s.16: Provide accessibility awareness training to teachers; keep records Begin preliminary IT project planning related to regulations #11 to #18 that require compliance by January 1st, 2015	January 1st, 2013
Employment	s.27 Provide individualized emergency response information upon request as soon as practicable; review individualized information Begin preliminary HR work related to regulations #22 to #32 that require compliance by January 1st, 2014	January 1st, 2013

Major Challenges to Success

This year, Ontario college human resources departments collaborated on the development of a tool kit to assist colleges with the policy, planning, and procedural work required by the IASR, as it did for Accessible Customer Service training in 2009-10. This network is

currently discussing the development of another training tool for use by colleges in meeting regulation #16, awareness training for faculty.

However a similar working group has not yet emerged in the area of information technology, and we are concerned about the scope of system work that will be required in the future. The Executive Leaders Team has recommended provincial collaboration in ensuring the technology we need to achieve compliance across our learning management and student information systems will be available. Fleming College is the first to complete a multi-year project plan and will need to continue to allocate resources towards the IASR over the next few years. We will also engage in significant dialogue and research in order to adequately prepare.

Beyond Compliance

While meeting the IASR within the specified time lines is critical, Fleming College is also concerned with the broader philosophy of inclusive learning in a welcoming community. We will continue to expend effort in the development of the CICE program for adults with intellectual disabilities and mental health barriers, as well as in our partnership with Community Living and other local agencies. While these priorities do not appear in our multiyear plan, we affirm their importance to the ongoing development of an inclusive learning environment.

Description of Sir Sandford Fleming College

Sir Sandford Fleming College provides accessible applied learning opportunities and research in a value-centered, dynamic environment. We offer more than 90 full-time programs in the fields of applied computing & engineering sciences, community development & allied health studies, fine arts,law & justice, interdisciplinary studies, management & business studies, environmental & naturalresource sciences, and skilled trades & apprenticeships.

Our region includes the four-county area of Peterborough, City of Kawartha Lakes (including Lindsay), Northumberland (Cobourg) and Haliburton with campuses in each location. Fleming serves in excess of 6,000 full-time and 10,000 part-time students, with approximately 500 full-time and 1,800 part-time employees.

The Accessibility Working Group

The Accessibility Working Group was constituted in 2003 and is comprised of staff with responsibilities for services to people with disabilities, as well as faculty members, student volunteers and community partners. It is coordinated by the Diversity Coordinator and overseen by the Vice-President, Human Resources and Strategic Development.

Members of the 2011 – 2012 Accessibility Working Group:
Phylis Baker, Community Living representative
Pat Blacker Thompson, Finance
Janice Coughlin, Director of College Facilities
Sonia Crook, VP Human Resources & Strategic Development & ODA Representative

Nick Duley, HR Consultant & Human Rights Officer
Ian Guest, Accessibility Advisor Intern
Debbie Harrison, Coordinator of Diversity, Accessibility & International Student Supports
Susan Weaver, Coordinator of Disability Services
Aaron Hoyle, Facilities
Kelly McKnight, Faculty, Occupational/Physiotherapy Assistant Program
Maxine Mann, Director of Counseling & Learning Support Services
Grant Meadwell, Executive Director,Student Services
Norma Jean Newbold, Manager of Frost Residence

Accessibility Working Group Planning Objectives
The following report and multiyear plan:
1. Describes the process by which Sir Sandford Fleming College will identify, remove and prevent barriers to people with disabilities.
2. Reviews earlier efforts to remove and prevent barriers to people with disabilities.
3. Describes the measures the College will take in the next three years to identify, remove and prevent barriers to people with disabilities.
4. Describes how the College will make this accessibility plan available to the public.

SECTION 2: 2011– 2012 Accessibility Report

The Accessibility Working Group reports that the following objectives were addressed in 2011-12:

1. Integrated Standards (IASR)

A. General requirements:
Develop a three year general requirements work plan to address:
- Emergency and public safety information
- Accessibility plans
- Policies and practices
- Kiosks
- Training
- Accessible feedback processes

Develop three year work plans for each specific theme (employment, information and communications, and transportation) to guide the implementation of all standards in compliance with the adopted regulation found at:
(http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws_src_regs_r11191_e.htm).
The Accessibility Working Group will act as an overseeing body ensuring cohesion between different departments and standards, while key stakeholder committees will carry out the development of specific plans. Work plans will be submitted to ELT in December 2011 for implementation beginning January 2012.

Responsibility: *Sonia Crook, Jim Angel, Janice Coughlin, Nick Duley, Debbie Harrison*

Status: Met target
A comprehensive three year plan addressing the IASR was developed in consultation with several key areas of the college; Facilities/Security; Human Resources; IT/Library; Student Services; Academic; and Marketing. Small teams of activity champions developed components of the plan, supported by the Diversity Office. The Coordinator of Diversity & Accessibility was supported by the Accessibility Advisor, a one-year university intern.

Please see the Fleming College Three Year Accessibility Plan for the complete results. A synopsis is also included in Appendix A in the form of a multi-year time line.

B. General Requirements & the Employment Standard:
Ensure the accessibility of workplace emergency information in 2012.

Responsibility: *Janice Coughlin, Nick Duley, John Gallen, Debbie Harrison*

Status: Exceeded target
The IASR contains three objectives that had compliance deadlines during the 2011-12 academic year; a) ss. 13 and 27 on emergency procedures; and b) ss. 76 on transportation.

a) Fleming College has an existing emergency plan that is comprehensive and used as a model by other colleges. This year the plan was posted to the web site in an accessible format, including key information for persons with specific disabilities on how to respond to various emergencies. To view this information, go to: (insert web link). Human Resources communicated this information to all employees in June 2012 and individualized emergency plans were completed, based on templates provided in the Ontario Colleges Tool Kit. For a copy of the tool kit, contact the Coordinator of Diversity, Accessibility and International Student Supports.

b) In 2011, the Purchasing Department verified that our principal transportation provider, Coach Canada, had responded to the IASR and could provide accessible transportation upon request. Fleming College does not provide any transportation services of its own.

2. Customer Service Barriers

A. Accessible Customer Service training for all employees
Continue to offer the online training module to all new employees and track progress via HR systems. This will include part-time employees, third party employees (Chartwell's, Follett's, OMNI, Securitas) and student employees. Group sessions will be offered upon request. Offer student councils support in training their employees in accessible customer service in order to be compliant by January 2012.

B. General Accessibility awareness training for employees and students
Continue to offer other types of accessibility awareness training for all employee groups, including "Duty to Accommodate" sessions for new faculty and Inclusive Classroom Management. Develop and deliver a session addressing placement supports for students with Asperger Syndrome and related mental health disorders.

Responsibility: Nick Duley, Debbie Harrison, Shelly Mantik, Faith Ratchford, GregJefford

Status: Met target
A. Human Resources continued to promote Accessible Customer Service training this year. New employees completed the online module and third party employers were offered access to the module if their corporations did not have their own training program. Some gaps continue in the part-time faculty group, due to the large number of contract instructors and ongoing turnover, however the College is very satisfied with the response rates of full-time and third party employees (100% compliance). For a detailed report on employee training, please contact Human Resources.

B. This year, Fleming College offered Duty to Accommodate training as part of new part-time faculty orientation, as well as Return to Work training for leaders.

3. Built Environment Barriers

A. New construction
Ensure high level evaluation and implementation of accessibility requirements for all new construction related to the Kawartha Trades and Technology Centre (KTTC) to ensure it respects the emerging Built Environment Standard.

Responsibility: Janice Coughlin, Blane Harvey

Status: Met target
Architectural plans for the KTTC were developed in consideration of the draft Built Environment Standard.

B. Elevator replacement
Implement the Frost elevator replacement and related objectives from the Enabling Change Mid-Sized Projects Fund (pending approval).

Responsibility: Janice Coughlin

Status: Unsuccessful in meeting target
Despite meeting funding requirements, the Enabling Change submission was not accepted, due to the large volume of applications, and the elevator was not replaced.

C. Built Environment Standards
Continue to monitor emerging Built Environment Standards for implementation.

Responsibility: Janice Coughlin

Status: Met target
The Facilities Department continued to monitor progress of the Standard, and applied the proposed requirements to retrofits completed this year.

4. Community Integration Barriers
Offer training to administrators, faculty and support staff involved in the planning and delivery of the Community Integration through Co-operative Education (CICE) program to ensure Fleming College meets all requirements of the "Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008, Ontario Regulation 299/10, Quality Assurance Measures".

Responsibility: Debbie Harrison, Joyce Wade (replaced by Angela Pind in Oct. 2011)

Status: Met target
The CICE Coordinator and Integration Specialists were oriented to the Social Inclusion Act. The Records Department collaborated with the Freedom of Information specialist in Human Resources and the CICE coordinator to ensure records met confidentiality standards.

SECTION 3: Multiyear Accessibility Plan

Barrier Identification Methodology
The Multiyear Accessibility Project Plan that follows was developed in consultation with the following College departments: Human Resources, Facilities, Student Services, Academic, Internet Technology, Finance, and Marketing. It follows the Ontario Colleges Integrated Standards Tool Kit for multiyear planning and identifies how each regulation will be addressed, the time lines for compliance, the champions carrying out the work and the administrative leaders who are responsible for the outcomes.

Reviewing and Monitoring Progress
The Accessibility Working Group will meet once each semester to review progress once the Plan has received Board of Governors approval. It will engage working committees as needed and ask for regular updates from champions.

Communication of the Plan
Copies of this plan are available: in the staff lounge at each Campus location; in the Learning Support Services department at the Brealey and Frost campuses; on the MyCampus portal access to Human Resources, under Diversity and Accessibility; and on the external College web site under Services at:
http://www.flemingc.on.ca/index.cfm/go/fleming/sub/accessibility.cfm .

The Report is also available as an e-mail attachment, on computer disk, in large print, or in Braille, by request to Debbie Harrison, Diversity Coordinator, at 705-749-5520 ext. 1179 or debharri@flemingc.on.ca

Fleming College Multi-Year Accessibility Plan 2012-15

In compliance with the Integrated Accessibility Standards Regulation, AODA

The following action plan deliverables and activities summarize how Fleming College will address the AODA Standards between September 2012 and August 2015. Each item identifies the specific regulation being addressed, the administrator responsible for the deliverable, the activity champions, as well as the due date for completion of the item. For an accessible copy of this plan, please contact the Fleming Diversity Office at debharri@flemingc.on.ca.

Part I: General Standards – s.3, s.4

AODA Standards / Regulation Reference O. Reg.191/11, s. 3	I: Accessibility Policies Administrative Responsibility: Nick Duley			Compliance Deadline: January 1st, 2013	
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Establish accessibility policies.	The Accessibility for Persons With Disabilities Policy is revised to meet the IASR.	1) Review the existing accessibility policy. 2) Revise it to include general, employment and information and communications standards, in order to comply with IASR.	TBD	**Debbie Harrison** **Sept. 2012**	**Incomplete** ☐ **In progress** ☑ **Complete** ☐
AODA Standards / Regulation Reference O. Reg.191/11, s. 4	I: Multi-year Accessibility Plans Administrative Responsibility: Nick Duley			Compliance Deadline: January 1st , 2013	
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Establish multi-year accessibility plan.	A three year accessibility plan is approved by the Board of Directors.	1) Develop a three year plan in consultation with key stakeholders, and present to ELT and the Board of Directors for approval.	TBD	**Debbie Harrison** **Sept. 2012**	**Incomplete** ☐ **In progress** ☑ **Complete** ☐
Prepare annual status report.	An annual report is approved by the Board of Directors.	1) Review the plan on an annual basis, complete a status report, and post it to the web, portal and campus staff rooms.	TBD	**Debbie Harrison** **Sept. 2012** **Ongoing**	

Part I: General Standards – s.5

AODA Standards / Regulation Reference O. Reg.191/11, s. 5	I: Procuring or Acquiring Goods, Services or Facilities Administrative Responsibility: Brian Baker & Sonia Crook			Compliance Deadline: January 1st , 2013	
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Incorporate accessibility criteria and features into purchasing policies and processes, and provide explanation if impracticable 2.	**1) Develop individual Department AODA Specification Criteria in conjunction with key departments, AV, IT, Facilities, Academic in order to identify a finalized criteria set.** **2) Publish AODA specification criteria checklist that will be applied by specification writers when procuring or acquiring goods, services or Facilities through the Purchasing process.**	**1.1) Establish development team, research best practices for accessibility guidelines in consultation with AV, IT, Facilities, Academic, Library, Follett Bookstore.** **1.2) Create the Fleming guidelines via a checklist for each department.** **2.1) Make the checklist available on the Purchasing website. Reference the checklist in policies.**	**Significant staff hours to compile guidelines**	**Debbie Harrison Fall 2012** **Debbie Harrison Cindy English** **Linda Humphries & Dec. 2012**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐

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[2] Impracticable: impossible to do in an effective way (Cambridge Dictionary Online)

	3) Ensure Department Manager accountability for applying accessibility guidelines.	**3.1) Develop Annual Department Manager AODA sign off document.**		**Nick Duley Fall 2012**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐
		3.2) Notify managers of their responsibility to ensure employees apply guidelines in all department purchases, and offer information sessions.		**Nick Duley Fall 2012**	
		3.3) Inform all employees about accessibility guidelines relating to procurement of products, services and facilities, and notify of the availability of the checklist online.		**Linda Humphries & Purchasing by December 2012**	
		3.4) Review annually for compliance, and evaluate effectiveness in 2014		**Nick Duley & HR ongoing**	

Part I: General Standards – s. 6, s.7

AODA Standards / Regulation Reference O. Reg.191/11, s. 6	I: Self-service Kiosks Administrative Responsibility: Janice Coughlin		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due date**	**STATUS**
Incorporate accessibility features in self-serve kiosks.	All self-service kiosks on all campuses will be accessible.	1) Carry out an audit of all kiosks to ensure they are compliant, such as bank machines. 2) Ensure all parking access systems are accessible.	TBD	Facilities Purchasing Fall 2013	Incomplete ☑ In progress ☐ Complete ☐
AODA Standards / Regulation Reference O. Reg.191/11, s. 7(1)	I: Training Administrative Responsibility: Shelley Mantik		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due Date**	**STATUS**
Provide training on accessibility standards and Human Rights Code.	All employees will be trained in accessibility and the Human Rights Code	1) Implement the Ontario Human Rights training module for all employees. 2) Develop a tracking system to ensure college compliance.	TBD	Nick Duley Debbie Harrison Karen Nolk	Incomplete ☑ In progress ☐ Complete ☐

Part II: Information and Communication Standards – s.11, s.12

AODA Standards / Regulation Reference	II: Feedback Processes Administrative Responsibility: Grant Meadwell		Compliance Deadline: January 1, 2014		
O. Reg.191/11, s. 11	**DELIVERABLES**	**ACTIVITIES**	**Cost**	**CHAMPION/ DUE DATE**	**STATUS**
Ensure feedback processes are accessible.	Online feedback mechanisms allow students, employees and the public to offer timely feedback on accessibility issues.	1) Revise external Accessibility page and MyCampus Disability Services page annually for functionality. 2) Compile results annually for review by the Accessibility Working Group.	TBD	Maxine Mann Debbie Harrison	Incomplete ☐ In progress ☑ Complete ☐
AODA Standards / Regulation Reference	II: Accessible Formats and Communication Supports Administrative Responsibility: Jim Angel		Compliance Deadline: January 1st , 2015		
O. Reg.191/11, s. 12	**DELIVERABLES**	**ACTIVITIES**	**COST**	**CHAMPION/ DATE DUE**	**STATUS**
Provide accessible formats and communication supports.	All areas of the college provide accessible formats and communication supports in a timely manner, at no additional cost.	1) Identify possible formats and supports required and whether to source expertise internally or externally. 2) Ensure all college communications can be provided in accessible formats.	TBD	Jim Angel IT, LSS 2014 work plan	Incomplete ☑ In progress ☐ Complete ☐
Consult with person requesting.	Fleming offers an individualized response to all requests	1) Inform all employees of the range of formats and supports available and how to provide them in consultation with the client.	None	Jim Angel ALT/SLT 2014	
Notify public of availability.	Online and print customer service notifications of availability.	1) Identify web and portal locations for key messaging. 2) Identify physical location for signage, such as Registrar's Office and Security Desk.	Signage costs	Jim Angel IT, Facilities, 2014	

Part II: Information and Communication Standards – s.13, s.14

AODA Standards / Regulation Reference O. Reg.191/11, s. 13	II: Emergency Procedure Plans and Public Safety Information Administrative Responsibility: Janice Coughlin		Compliance Deadline: January 1st , 2012		
	DELIVERABLES	ACTIVITIES	Cost	CHAMPION/ DATE DUE	STATUS
Make emergency procedure and public safety information accessible upon request.	Post a conversion-ready emergency plan and procedures on the web site and notify all students and employees of their existence.	See the 2011-12 Annual Report	None	John Gallen Nick Duley IT	Incomplete ☐ In progress ☐ Complete ☑

AODA Standards / Regulation Reference O. Reg.191/11, s. 14	II: Accessible Web Sites and Web Content Administrative Responsibility: Jim Angel, Drew Van Parys		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	ACTIVITIES	COST	CHAMPION/ DATE DUE	STATUS
Ensure websites and web content conform to guidelines. New websites and web content to Level A by January 1, 2014.	External web site conforms to WCAG 2.0 level A. MyCampus portal, Web CT and Student Information Systems are assessed for future compliance requirements.	1) Train all key staff on WCAG 2.0 guidelines. 2) Analyse site and develop implementation plans. 3) Carry out the development of site. 4) Develop policies on site maintenance, including how various departments contribute information (such as HR & Registrar's Office).	TBD	Julien Feyen Scott Ramsey Brenda Mc Cue Alana Callan 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

Part II: Information and Communication Standards – s.15, s.16

AODA Standards / Regulation Reference o. Reg.191/11, s. 15	II: Educational & Training Resources and Materials Administrative Responsibility: Blane Harvey/Jim Angel/Brenda Pander-Scott		Compliance Deadline: January 1st , 2013		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due Date**	**STATUS**
Provide accessible or conversion-ready electronic format of educational or training resources / material as needed.	**All Fleming programs provide educational and training resources and materials in a format that takes into account the accessibility needs of the person with a disability.**	1) Complete an inventory of our current educational materials used in all Schools. 2) Create a steering group and develop implementation plans. 3) Carry out the plan to provide conversions.	TBD	**Trudy Heffernan IT, LSS (conversion support)**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐
Provide program information and student records in accessible format.	**All student records and information on program requirements, schedules and descriptions are available in an accessible format upon request.**	1) Analyse Student Records and develop implementation plans for conversion. 2) Carry out the required technical changes. 3) Develop policies on Records maintenance, including how Schools contribute information.	TBD	**Lois Fleming IT, Records**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐
AODA Standards / Regulation Reference o. Reg.191/11, s. 16	II: Training to Educators Administrative Responsibility: Shelley Mantik		Compliance Deadline: January 1st , 2013		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due Date**	**STATUS**
Provide accessibility awareness training to educators .[3]	**All faculty members will be trained in accessibility awareness and universal instructional design principles.**	1) Implement the Accessibility Awareness training module from Ontario Colleges Tool Kit for all educators. 2) Develop a tracking system to ensure college compliance.	TBD	**Trudy Heffernan Jennifer Ramsdale Debbie Harrison Karen Nolk Oct. 2012**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐

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[3] The legislation defines the term "educators" to mean employees who are involved in program or course design, delivery and instruction. Instructors on contract are considered to be employees for the purposes of this regulation.

Part II: Information and Communication Standards – s.17, s.18

AODA Standards / Regulation Reference o. Reg.191/11, s. 17	II: Producers of Educational or Training Materials Administrative Responsibility: Blane Harvey		Compliance Deadline: January 1st , 2015		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due Date**	**STATUS**
Provide accessible format or conversion-ready textbooks by January 1, 2015.	**All College texts, print-based educational or training supplementary learning resources have accessible or conversion-ready versions available upon request.**	1) **Complete an inventory of our current print materials used in all Schools.** 2) **Create a steering group and develop implementation plans.** 3) **Carry out the plan to provide conversions.**	TBD	**Trudy Heffernan Follett Bookstore 2013/4 workplan**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐
AODA Standards / Regulation Reference o. Reg.191/11, s. 18	II: Libraries Administrative Responsibility: Jim Angel, Grant Meadwell		Compliance Deadline: January 1st , 2015		
	DELIVERABLES	**ACTIVITIES**	**Cost**	**Champion/ Due Date**	**STATUS**
Provide accessible or conversion ready print-based resources on request.[4]	**All campus libraries must provide or acquire an accessible or conversion-ready format of print, digital or multimedia resources or materials upon request.**	1) **Create a steering group and develop implementation plans.** 2) **Carry out the plan to provide conversions.** 3) **Complete an inventory of Fleming libraries current visual media collection and use to benchmark status (compliance 2020).**	TBD	**David Luinstra Trudy Heffernan (LSS advising on conversion) 2013/4 workplan**	**Incomplete** ☑ **In progress** ☐ **Complete** ☐

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[4] Note that special collections such as archival materials, rare books and donations are exempt from this requirement.

Part III: Employment Standards – s.22, s.23, s.24

AODA Standards / Regulation Reference o. Reg.191/11, s. 22	III: Recruitment, General Administrative Responsibility: Nick Duley		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	ACTIVITIES	COST	CHAMPION/ DUE DATE	STATUS
Notify about accommodation in recruitment process.	Prospective applicants are advised of the availability of accommodations.	1) Create an accommodation policy based on the Ontario Colleges tool kit template. 2) Revise "Careers at Fleming" web page, job postings, & email correspondence with applicants to include a statement. Harmonize with the HR ATS.	None	HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐
AODA Standards / Regulation Reference o. Reg.191/11,s.23	III: Recruitment, Assessment or Selection process Administrative Responsibility: Nick Duley		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	ACTIVITIES	COST	CHAMPION/ DUE DATE	STATUS
Notify applicants selected that accommodations are available upon request.	Selected applicants are advised of the availability of accommodations.	1) Revise email correspondence with selected applicants and provide policy reference.	None	HR consultants	Incomplete ☑ In progress ☐ Complete ☐
Provide suitable accommodation upon request.	Applicants with disabilities receive appropriate accommodations.	1) Review interview and testing procedures for accessibility barriers.	None	HR consultants 2013 work plan	
AODA Standards / Regulation Reference o. Reg.191/11,s. 24	III: Notice to Successful Applicants Administrative Responsibility: Nick Duley		Compliance Deadline: January 1st , 2014		
	DELIVERABLES	ACTIVITIES	COST	CHAMPION/ DUE DATE	STATUS
Notify successful applicants of accommodation policies.	New employees are advised of the accommodation policy.	Update the hiring package to include information on the accommodation policy.		HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

Part III: Employment Standards – s.25, s.26

AODA Standards / Regulation Reference o. Reg.191/11,s. 25	III: Informing employees of supports		Compliance Deadline: January 1st , 2014		
	Administrative Responsibility: Nick Duley, Shelley Mantik				
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Tell employees of policies supporting employees with disabilities.	All employees are advised of the revised Accessibility for Persons with Disabilities Policy.	1) Revise the Accessibility for Persons with Disabilities Policy to include employee supports and post internally and externally. 2) Communicate with all employees about revisions to the policy and their right to support.	None	Debbie Harrison Fall 2012	Incomplete ☐ In progress ☑ Complete ☐
Provide information to new employees.	All new employees receive information about the policy during orientation.	1) Revise the on boarding program to include the updated policy.	None	HR consultants 2013 work plan	
AODA Standards / Regulation Reference o. Reg.191/11,s. 26	III: Accessible Formats and Communication Supports for employees		Compliance Deadline: January 1, 2014		
	Administrative Responsibility: Nick Duley				
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Provide accessible formats and communications supports for job or workplace information.	Alternative formats and supports are provided upon request, in consultation with the employee; conversion-ready documents and electronic communications are the established standard for all College communications.	1) Establish a point of contact for employees within HR (with conversion support from LSS) and inform all employees of how to access support. 2) Encourage all areas of the College to create conversion-ready documents and electronic communications as part of their general professional practice, to eliminate the barriers caused by paper documents and communications.	TBD	HR consultants 2013 work plan (support from LSS with conversions)	Incomplete ☑ In progress ☐ Complete ☐

Part III: Employment Standards – s.27, s. 29

AODA Standards / Regulation Reference o. Reg.191/11,s. 27	III: Workplace Emergency Response Information Administrative Responsibility: Nick Duley		Compliance Deadline: January 1, 2012		
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Provide individualized workplace emergency response information as soon as practicable.	Employees with disabilities receive an individualized emergency plan, kept jointly by HR and Security.	See 2011-12 annual report for details.	None	Nick Duley John Gallen June 2012	Incomplete ☐ In progress ☐ Complete ☑
Provide information to person designated to provide assistance upon consent.	Persons providing assistance are informed of plans and their role, and are advised of any changes.	See 2011-12 annual report for details.	None	Nick Duley John Gallen June 2012	
Review individualized workplace emergency response information.	Employees and managers are notified annually to update their plans with HR.	1) Communicate with all employees on an annual basis, and update plans as necessary on an ongoing basis.	ENS technology as required	Nick Duley John Gallen Ongoing	
AODA Standards / Regulation Reference o. Reg.191/11,s. 29	III: Return-to-work Process Administrative Responsibility: Nick Duley, Lynn Watson, Heather Cosh		Compliance Deadline: January 1, 2014		
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Develop a documented return-to-work process.	Fleming Return to Work procedures meets AODA standards.	1) Review Fleming RTW procedures and revise as necessary, using Ontario Colleges Tool Kit template as a model. Include steps employer will take and use documented individual accommodation plans.	None	HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

Part III: Employment Standards – s.28, s.30, s.31

AODA Standards / Regulation Reference o. Reg.191/11,s. 28	III: Documented Individual Accommodation Plans Administrative Responsibility: Nick Duley		Compliance Deadline: January 1, 2014		
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Develop written process for documented individual accommodation plans[5].	Any employee requiring accommodations has a written plan in their personnel file.	1) Adapt the Ontario Colleges tool kit template for accommodation plans and make available to all HR consultants via the HR shared drive.	None	HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

AODA Standards / Regulation Reference o. Reg.191/11,s. 30	III: Performance Management Administrative Responsibility: Nick Duley, Lynn Watson, Debbie Caldwell		Compliance Deadline: January 1, 2014		
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Include accessibility considerations in performance management processes.	Fleming Performance Management Systems meet AODA standards.	1) Review Fleming PMS and revise as necessary, using Ontario Colleges Tool Kit template as a model.	TBD	HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

AODA Standards / Regulation Reference o. Reg.191/11,s. 31	III: Career Development Administrative Responsibility: Nick Duley, Shelley Mantik		Compliance Deadline: January 1, 2014		
	DELIVERABLES	**ACTIVITIES**	**COST**	**CHAMPION/ DUE DATE**	**STATUS**
Include accessibility considerations in career development and advancement processes.	A barrier-free career development and advancement process for employees with disabilities.	1) Review Fleming career development and advancement processes for possible barriers.		HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

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[5] This includes; how employee can participate and be assessed; how employer can request accommodation be achieved; how employee can request participation of union representative and personal information will remain private; frequency plan will be reviewed and updated; how reasons for denied request will be communicated and plan will be provided to employee.

Part III: Employment Standards – s.32

AODA Standards / Regulation Reference o. Reg.191/11,s. 32	III: Redeployment Administrative Responsibility: Nick Duley		Compliance Deadline: January 1, 2014			
	DELIVERABLES	**ACTIVITIES**		**COST**	**CHAMPION DUE DATE**	**STATUS**
Include accessibility considerations in redeployment processes.	A barrier-free redeployment process for employees with disabilities.	1) Review Fleming redeployment processes for possible barriers.		TBD	HR consultants 2013 work plan	Incomplete ☑ In progress ☐ Complete ☐

Appendix: Multi-year Time Line to 2020

Integrated Standard Objectives	2012	2013	2014	2015	2016	2017	2018	2019	2020
s.3: Establish accessibility policies	�								
s.4: Establish multi-year plan; conduct consultation; prepare annual status report	▮								
s.5 Incorporate access criteria in procuring/acquiring goods/services/facilities	▮								
s.6 Incorporate access features in self-service kiosks	▮								
s.7 Provide human rights training	▮	▮							
s.11 Ensure accessible feedback processes	▮	▮							
s.12 Provide accessible formats and communication supports, notify public about availability	▮	▮	▮						
s.13 Make emergency procedure plans and safety information accessible									
s.14 Make new websites and web content conform to WCAG 2.0 Level A	▮	▮	▮						
s.14 Make all websites and web content conform to WCAG 2.0 Level AA	▮	▮	▮	▮	▮	▮	▮	▮	▮
s.15 Provide accessible / conversion ready educational training material or resources	▮								
s.15 Provide program info and student records in accessible format	▮								
s.16 Provide accessibility awareness training to teachers; keep records	▮								
s.17 Provide accessible format / conversion ready textbooks (if producer)	▮	▮	▮						
s.17 Provide accessible format / conversion ready print-based educational or training resources (if producer)	▮	▮	▮	▮	▮	▮	▮	▮	
s.18 Libraries to provide accessible or conversion ready print-based resources on request	▮	▮	▮						
s.18 Libraries to provide accessible or conversion ready digital or multi-media resources on request	▮	▮	▮	▮	▮	▮	▮	▮	

Integrated Standard	2012	2013	2014	2015	2016	2017	2018	2019	2020
s.22 Notify employees and public about accommodation available in recruitment process									
s.23 Notify job applicants participating in assessment about accommodation available upon request; provide suitable accommodation on request									
s.24 Notify successful applicant of accommodation policies									
s.25 Inform employees of accommodation policies									
s.25 Provide updated information to employees on changes to accommodation policies									
s.26 Provide suitable accessible format or conversion ready information needed to do job, or generally available in workplace, upon request									
s.27 Provide individualized emergency response information upon request as soon as practicable; review individualized information									
2.28 Develop written process for developing documented individual accommodation plans									
s.29 Develop a documented return-to-work process									
s.30 Incorporate accessibility needs and accommodation plans in performance management process									
s.31 Incorporate accessibility needs and accommodation plans in career development process									
s.32 Incorporate accessibility needs and accommodation plans in redeployment process									

Note: Coloured bar indicates the duration of time available to prepare for compliance. For example, accessibility policies (s.3) must be established by January 1, 2013.
Yellow = General Requirements
Green = Information and Communication Standards
Orange = Employment Standards

DRAFT 2012-2013 Work Plan of the Board Committees and the Board of Governors

	Advancement	ASA	FP	Audit	HR	Exec	Board
Sept	No Sept mtg scheduled	No Sept mtg scheduled	No Sept mtg scheduled	No Sept mtg scheduled	No Sept mtg scheduled	No Sept mtg scheduled	RETREAT HELD
Oct	• Cmt orientation • development of a work plan for 12/13 • overview of dept portfolio • overview re campaigns • fundraising priorities for 12/13	• Cmt orientation • development of a work plan for 12/13 • Recommend new program (1 proposal identified)	• Cmt orientation • development of a work plan for 12/13 • Review financial portfolio (RBC Dominion Securities) • KTTC project update		• Cmt orientation • development of a work plan for 12/13	• development of a work plan for 12/13 • preliminary look at objectives based on outcomes of Retreat	• Receive report on actions taken by Exec over summer • Preliminary development of Board Objectives • Receive the quarterly report on Contracts over $100,000 • Confirm the Board's work plan for the current year • Confirm Board attendees at the CO New Board Member Orientation • Confirm Board attendees to the Higher Education Summit • Endorse the Accessibility Plan for 12/13 and the Multiyear Plan for 12-15 (via Admin) • Approve the MYAA (via Admin) • Haliburton Campus Update
Nov/ Dec		•Recommend new program (1 proposal identified) • receive program review report (1 School)	• Review financial portfolio (RBC Dominion Securities) • KTTC project update	• Cmt orientation • meet with external auditors • recommend auditors for the year		• Establish the Pres objectives for 12/13 • Develop recns re health of program advisory cmt system	• Appoint the external auditor • Receive (?approve) the Pres goals and objectives for 12/13 • Finalize and approve Board Objectives for current year (if not done in October) • Receive reports from Board attendees at CO orientation and HES • Frost Campus Update
Jan	• Receive report on electronic process re Bursary and Awards program • campaign updates • Receive report on fundraising progress to date		• KTTC project update		• check-in re Pres objectives	• comment annual operational review of Board cmts • commence annual review of board skills/matrix profile • identification of upcoming internal gov. vacancies • receive College Leader Succession Plan update • receive update on Lean initiative	• Approve interim year-end budget projection • Receive update on Pres objectives • Receive report back re Research Policy (from April 2012 mtg) (via Admin) • Endorse the Succession Plan • Receive update re Food Services Contract (6-month point)
Feb		• Recommend new program ? • receive program review reports (2 Schools)	• Review endowment/ investment policy stmts • Review financial portfolio (RBC Dominion Securities) • prelim budget discussion • KTTC project update	Meeting scheduled, but no items identified on the work plan		• Mid-point reviews (report card) of Retreat recns and the Board objectives	• Receive the quarterly report on Contracts over $100,000 • Provide Input into the preliminary/draft budget • Receive report card re Retreat recns and Board objectives

	Advancement	ASA	FP	Audit	HR	Exec	Board
							• Commence process for Student Governor Election – issue call for nomination
Mar		• Recommend new program ? • receive program review reports (1 School)	• Recommend tuition fees • prelim budget progress • KTTC project update				• Approve Tuition Fees, Student Fees, Ancillary Fees and authorize college to collect them • Cobourg Campus update
Apr	• campaign updates • receive report on fundraising totals for 12/13	• Recommend new program ? • receive program review reports (2 Schools)	• Recommend 12/13 budget/Fin Plan • KTTC project update		• Award recommendations	• preliminary discussion re nominations for Board Exec • discussion re governance effectiveness including tool(s) for assessment and self-assessment	• Approve the Financial Plan (Budget) • Serve Notice of the Election meeting • Award the Employee Recognition Awards • Receive overall KPI results • Confirm Board attendees for May convocation ceremony
May	• campaign updates • review draft fundraising plan for 13/14 • receive report on fundraising progress to date • year end review of A&AR portfolio	• Recommend new program ? • receive annual update on Program Advisory Cmts • PQAPA site visit	• review internal Financial Statements • Recommend Investment Performance Reports • Review financial portfolio (RBC Dominion Securities)	• Recommend Audited Fin Statements • receive KPMG audit results • Recommend Internally restricted net assets • meet with external auditors		• preliminary discussion on a fall Retreat or a Board strategic planning session • Nominations to date	• Confirm Board attendees for June convocation ceremonies • Receive the quarterly report on Contracts over $100,000 • Receive the Prelim Nomination Report • Approve audited financial statements • Approve internally restricted net assets • Receive VPAs summary Report on Program Quality & Accountability • Preliminary discussion re scheduling an August Board meeting
June		No meetings scheduled – via conference call if needed	No meetings scheduled – via conference call if needed		• conduct performance evaluation of the Pres and prepare a report for the Board	• Plan an orientation program for incoming governors • Prepare list of 13-14 cmt assignments • Preparation for annual Board review of governance effectiveness including tool(s) for assessment and self-assessment	• Grant summer authority for Board decisions to the Exec • Receive report on Pres evaluation and approve recommendations • Approve schedule of meeting dates for coming year • Appoint community reps to the Advancement Cmt • Appoint the Chair of the Advancement Cmt • Elect 2013-2014 Board Chair and Chairs of Standing Cmts • Approve the 2013-2014 Business Plan and budget report in prescribed Ministry format (via Admin) • Approve the 2012-2013 Annual Report (via Admin) • Evaluate governance effectiveness (operation

	Advancement	ASA	FP	Audit	HR	Exec	Board
							of Board and Board Cmts) • Approve the annual investment performance report • Decision on Retreat and topic or a Strategic Planning Session • Recognition of outgoing governors • Final Report on 2012-2013 Board Objectives
July Aug							• Finalize the orientation program for incoming governors • Finalize (Retreat or a strategic planning session) • Appoint members to committees for 2013-2014

We are not anticipating external recruitment (nominations and/or reappointments) for 2012-2013.

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Paperless Meetings*
PRESENTED BY: Governor Ross, Chair – Executive Committee

SOURCE
• Committee of the Whole, meeting of September 17, 2012
• Executive Committee, meeting of October 10, 2012

Background • Purpose of this report/request • Past history • Other relevant information	To move the Board of Governors toward an electronic meeting environment. Within the college system, many boards are using a secure portal as the primary method of delivering and accessing materials, enabling members to access both meeting materials and other resources in a timely and flexible manner. In 2009, the College System Portal became the primary means of gathering, maintaining and communicating information with Colleges Ontario and OCAS Boards and Committees.
Action Required • for Information • for Consultation • for Discussion • for Approval (motion required)	**THAT the Board of Governors of Sir Sandford Fleming College move toward providing members with a paperless option for Committee and Board meetings.**
Considerations, Impacts and Options • pros and cons	The concept of moving towards a paperless meeting environment has been raised at various times and by various Governors. There are multiple options, e.g. establishing a secure web site/dedicated space on the Fleming portal, going with a host option (e.g. BoardEffect, eScribe), maintaining the status quo, or a combination of electronic/paper. A hybrid solution is suggested as a first step for the remainder of the Board year, beginning with the November meetings. Meeting packets would be emailed to members; the individual would then download the file onto their personal device (notebook, iPad, tablet). The meeting packet would be sent as a single pdf with submission sheets colour coded to assist in ease of identification/transition during a meeting. Those members who wish to continue with a paper packet would continue to receive materials via Purolator. It is important to note that staff supporting the Board and its committees would also be requested to participate in the Board's effort to be "green". The public meeting package is currently available as a pdf on our web site and this would not change.
Financial Implications • staff, facilities, equipment • impact on budget	No additional costs at this time. There would be savings in paper, duplication and courier costs. The process should be evaluated and a decision made re next steps prior to commencement of the next Board year and the next recruitment cycle.
Prepared by	Board Secretary