

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

Wednesday, October 25, 2017
3:00 p.m.
Kawartha Golf and Country Club
777 Clonsilla Avenue
Peterborough, ON

2015-2018 Strategic Priorities

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

A G E N D A

Pages

- | | | | |
|-----------|---|--|--------------|
| 1. | Call to Order | | |
| | <ul style="list-style-type: none"> • Confirmation of Quorum • Welcome to the Traditional Territory, Introduction of Guests • Conflict of Interest Declarations (if any) | | |
| 2. | Additions/Deletions/Approval of Agenda | | 1-2 |
| 3. | Consent Agenda | | 3 |
| | <i>The following items have been identified for the Consent Agenda; any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting. Items not moved will be considered adopted by consent without debate.</i> | | |
| | Approve the | | |
| 3.1 | minutes of the June 28, 2017 Public Board meeting | | 4-9 |
| | Receive, as information, the: | | |
| 3.2 | Report on Actions Taken Over the Summer 2017 Timeframe | | 10 |
| 3.3 | Contracts Awarded for the Summer 2017 Timeframe | | 11 |
| 4. | Business Arising from Previous Meetings (not otherwise covered on the agenda) | | |
| | No items tabled. | | |
| 5. | Reports and Discussion Items | | |
| 5.1 | Chair's Report to the Board (enclosed) | | 12-14 |
| 5.2 | President's Report to the Board (handout) | | |
| 5.3 | Postsecondary Enrolment Update (enclosed) | | 15-17 |
| | 10 min. Presenter: Dr. Brenda Pander-Scott | | |
| 6. | Matters for Board Decision | | |
| 6.1 | College Policy #1-108, Enterprise Risk Management (enclosed) | | 18-21 |
| | 5 min. Vice-President Baker with Angie Sims | | |
| 6.2 | Sutherland A-Wing Exterior Cladding Upgrade for Retrofits Grant Fund (enclosed) | | 22-25 |
| | 15 min. Presenters: Vice-President Baker with Terry Williams | | |

7. Items for Information (5 min)

7.1 “On the Table”

7.2 “Community Connections” Roundtable

7.3 Upcoming Events

- *November 22, 2017:* Audit Committee, Committee-of-the-Whole, and Board of Governors Meetings, location TBC
- *College Centre for Board Excellence* webinars – as listed in the 2017-2018 Program

8. Other Business

9. Adjournment of the Public Meeting approx. 3:45 p.m.

CONSENT AGENDA

Public Board Meeting
October 25, 2017

Agenda Item 3

CONTEXT / PURPOSE

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

BACKGROUND

- Board Procedure BP-009, *Consent Agenda*

Attachments:

As listed below

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College

Approve the

3.1 minutes of the June 28, 2017 Public Board meeting

Receive, as information, the:

3.2 Report on Actions Taken Over the Summer 2017 Timeframe

3.3 Contracts Awarded for the Summer 2017 Timeframe

Board of Governors PUBLIC MEETING

Wednesday, June 28, 2017

Pulkinghorn Boardroom

Room B3347

Peterborough, ON

Draft Until Approved

MINUTES

Present: Mr. Paul Downs
Ms. Dana Empey
Ms. Shelley Knott Fife
Ms. Lori Geens, Board Chair
Mr. George Gillespie
Ms. Rosemarie Jung
Ms. Heather Kerrigan
Mr. Joon Kim
Ms. Sue Kloosterman
Mr. Mike Leonard
Ms. Katherine Maclver
Mr. Dan Marinigh
Dr. Tony Tilly

Regrets: Dr. Nancy Martin-Ronson
Mr. Mike Perry

Ms. Michele McFadden, Board Secretary

Senior Administration:

Mr. Brian Baker, Vice-President Finance and Administration

Ms. Sonia Crook, Vice-President Planning, Human Resources and Student Services

Ms. Judith Limkilde, Vice-President Academic

Mr. Drew Van Parys, Executive Director Marketing and Advancement

Presenters:

- Item 5.3: Ms. Angie Sims, Director Budget Services
- Item 5.5.1: Ms. Sue Sanders, Director Finance
- Item 6.1: Dr. Pander-Scott, Executive Director International Education, Enrolment Management & Registrar

Guests:

- Laura Copeland, College Communications

1. Call to Order

Confirming quorum, the Chair called the meeting to order at 4:03 p.m. and acknowledged holding the meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

Staff and guests were **welcomed**.

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

2. Additions/Deletions/Approval of Agenda

It was moved by Ms. Jung, seconded by Ms. Empey and carried to approve the agenda as circulated.

3. CONSENT AGENDA

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

Moved and Seconded by Mr. Gillespie and Mr. Downs

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the June 28, 2017 meeting and, by unanimous consent, approve

- 3.1 the minutes of the May 24, 2017 Public Board meeting
- 3.2 summer authority to the Executive Committee of the Board
- 3.3 Investment Performance Report for 2016-2017
- 3.4 Revised College Policies
 - #4-419A, *Comprehensive Investment Policy Statement*
 - #4-419D, *Ministry Endowed Investment Policy Statement*
 - #4-424, *Operating Account Investment Policy Statement*
 - #4-421, *Endowment Policy*
 - #5-501, *Admissions*

and receive, as information the

- 3.5 Investment Portfolio Review from RBC
- 3.6 Report of Contracts Awarded for the April/May 2017 Timeframe
- 3.7 2016 Annual Report to Sponsors of the CAAT Supplementary Plan

Motion Carried

(Resolution BoG June28-2017 #1)

4. Business Arising from Previous Meetings

No items tabled.

5. Matters for Board Decision

- 5.1 **By-law 1-102 and Related Governance Policies and Procedures:** The last full review of these documents was carried out in 2011. For the most part, the revisions are minor edits and reflect updated numbering in either By-law or policy. As directed by the Board, reference to "guidelines" has been removed from policies and procedures. In summary, the update supports the Board's direction to remove process from By-law and place it into policy or procedure; this was carried out specifically with respect to sections on Removal of a Board Member and on Conflict of Interest. The By-law reflects currency with changes to committee structure, clarification around meeting attendance, the number of required meetings in a year, inclusion of statements with respect to meetings by electronic means, and limiting the number of successive terms of the Board Chair. The Internal Election of Board Members Procedure includes a requirement for the student member to have and maintain good academic standing. The Services for Governors Procedure identifies access to College courses at the staff rate as a taxable benefit to the governor.

Moved and Seconded by Ms. Empey and Mr. Marinigh

THAT the Board of Governors of Sir Sandford Fleming College approve revised By-law 1-102 for the general conduct of the affairs of the College, dated June 2017.

Carried

(Resolution BoG June28-2017 #2)

Moved and Seconded by Mr. Leonard and Ms. Jung

THAT the Board of Governors of Sir Sandford Fleming College approve revised Governance Policies (GP) and Board Procedures (BP), dated June 2017:

GP-001, Removal of a Board Member
GP-002, Committees of the Board of Governors
GP-003, Advisory College Council
GP-004, Risk Oversight

BP-001, Delegations to the Board of Governors
BP-002, Expenses Regarding Governor Travel
BP-003, Internal Election of Board Members
BP-004, Election Process – Board Executive
BP-005, Conflict of Interest
BP-006, College Services for Governors
BP-007, College Liability Insurance
BP-008, External Governor Appointment and Re-appointment Process
BP-009, Consent Agenda
BP-010, Governor Advocacy
BP-011, Governor Participation at Conferences and Workshops
BP-012, Governor Attendance – Board and Committee Meetings
BP-013, President's Performance Evaluation
BP-014, Presidential Continuity and Succession

Carried

(Resolution BoG June28-2017 #3)

The work of the Board Secretary and the Executive Committee in carrying out this review was acknowledged.

- 5.2 Board Schedule 2017-2018:** With a number of tasks assigned by the Board to the Executive Committee, the current and incoming Committee members agreed to meet over July and August; in recognition of some early fall deadlines, consideration will be given to holding the Fall Board Retreat earlier in September, i.e. on September 13, and scheduling a business meeting on September 27.

Moved and Seconded by Ms. Knott Fife and Ms. Empey

THAT the Board of Governors of Sir Sandford Fleming College approve the meeting schedule for 2017-2018, as amended.

Carried

(Resolution BoG June28-2017 #4)

- 5.3 Risk Appetite Statement:** Establishing a risk appetite statement is a key element of the College's Enterprise Risk Management Framework. The draft statement captures the Board's direction and has been reviewed and endorsed by the Executive Leaders Team.

Moved and Seconded by Mr. Downs and Ms. Kloosterman

THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College Risk Appetite Statement:

Fleming College recognizes that the evolving and dynamic nature of the Ontario postsecondary landscape requires the institution to accept levels of risk that are commensurate with expected opportunities and benefits. At the same time, the College accepts that all decisions have potential consequences, and as a public entity and steward of public resources, appropriate limits are required.

The College is willing to accept risk in pursuing opportunities, excellence in teaching, innovation, community partnerships, etc., as long as the following considerations within its key risk categories are observed:

- **Strategic Risk** will not adversely impact the student experience, recruitment, enrolment and retention.
- **Reputational Risk** will not significantly adversely impact the College's reputation or compromise the fundamentals of its mission, vision and values.
- **Operational Risk** will not materially disrupt service delivery.
- **Financial Risk** when aggregated will not negatively materially impact the College's overall financial integrity and health.
- **People Risk** will not significantly discourage trust, engagement, inclusion and empowerment, but should support and enable the College's people and communities.
- **Compliance Risk:** the College will operate with prudence within all legislation, regulation and policy-based requirements to the extent that it will not knowingly put itself in a position that results in significant non-compliance, or significantly delays its ability to take appropriate corrective actions.

Carried

(Resolution BoG June28-2017 #5)

Governor Jung left the meeting.

- 5.4 Fleming College Annual Report 2016-2017:** Presented by Vice-President Crook, the annual report summarizes the College's achievements of the operational outcomes established in the business plan for the year. Governors were afforded an opportunity to ask questions. As required under the Minister's Binding Policy Directive on *Governance and Accountability*, the final published report will include the audited financial statements and will be posted on the College's external-facing website.

Moved and Seconded by Mr. Marinigh and Mr. Downs

THAT the Board of Governors of Sir Sandford Fleming College approve the 2016-2017 Fleming College Annual Report.

Carried

(Resolution BoG June28-2017 #6)

5.5 New College Policies

- 5.5.1 Signing Authority – Externally Binding Transactions and Contractual Obligations:** Presented by Vice-President Baker and Ms. Sanders, the draft policy articulates who may bind the College contractually and who may execute banking and investment transactions, and is an extension of By-law 1-102, section 43 *Signing Authority*. The policy and its related operating procedure ensure that all legal documents, banking transactions and investment transactions have been properly reviewed, analyzed and authorized.

Moved and Seconded by Mr. Gillespie and Mr. Leonard

THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #4-417, *Signing Authority – Externally Binding Transactions and Contractual Obligations.*

Carried

(Resolution BoG June28-2017 #7)

Governor Kim left the meeting.

- 5.5.2 Academic Regulations:** Presented by Vice-President Limkilde, the *Academic Regulations* policy was implemented in 1997 as a single policy comprised of multiple elements. Minor revisions were made over the years; a more comprehensive review was carried out in 2017. To bring

clarity to students and staff and ease in finding the pertinent element, the Academic Regulations were separated into four distinct policies and related operating procedures.

Moved and Seconded by Ms. Kloosterman and Ms. Empey

THAT the Board of Governors of Sir Sandford Fleming College approve

- **College Policy #2-201A, Academic Integrity**
- **College Policy #2-201B, Registration and Withdrawal**
- **College Policy #2-201C, Grading and Academic Standing**

Carried

(Resolution BoG June28-2017 #8)

The fourth policy under the Academic Regulations umbrella is College Policy #2-219, *Academic Appeal*, which had been approved as a separate policy in June 2015.

- 5.6 Draft 2017-2020 Strategic Mandate Agreement:** Presented by Vice-President Crook, the Board received an update on the development and negotiation of the next three-year Strategic Mandate Agreement with the Ministry of Advanced Education and Skills Development. The 2014-2017 SMA was signed in April 2014; the Ministry anticipates being able to complete the signing of the 2017-2020 SMAs by early fall 2017.

Governors were afforded the opportunity to ask questions and provide feedback on the content of the Agreement, for example, incorporating community involvement/sharing industry expertise into Section 4 – Applied Research.

Moved and Seconded by Ms. MacIver and Mr. Gillespie

THAT the Board of Governors of Sir Sandford Fleming College approve in principle the DRAFT Strategic Mandate Agreement 2017-20 (v6) and authorize Administration to undertake negotiations with the Ministry of Advanced Education and Skills Development to finalize an Agreement for signing.

Carried

(Resolution BoG June28-2017 #9)

Should the Strategic Mandate Agreement require major revision to content, that revised document would then be resubmitted to the Board for approval.

6. Matters for Board Discussion

- 6.1 Postsecondary Enrolment Update:** Dr. Pander-Scott presented an overview of summer and fall 2017 enrolment.

- The College has experienced its highest **summer enrolment** in the College's history – 1542 students: 1003 domestic / 539 international.
- Domestic intake is on par with last year which the International intake has significant growth.
- For the **fall**, domestic applications are up 4% – our performance is second highest in the system.
- International applications are up 52%; as the cycle for international applications differs, the reality is that where this will land is an unknown until the semester begins.

Governor Leonard left the meeting.

Information or Update Items

- 6.2 Chair's Report:** The Chair provided highlights of her final Report and drew attention to the profiles of the 2017 Valedictorians and the 2017 Convocation programs on the table, for circulation. Thanks were extended to all members who were able to participate in ceremonies.

- 6.3 President's Report to the Board:** The President referred to the June 2017 Report on the table and extended Administration's thanks for the time and effort each member gives to Board of Governors.
- 6.4 Fleming College Annual Sustainability Report 2016-2017:** Attention was drawn to the electronic version of the Report which highlights achievements to date arising out of the five-year sustainability plan (2013-2018).
- 6.5 Community Connections Roundtable:** Members were afforded an opportunity to note participation in a variety of events within their communities.

7. Other Business

7.1 Recognition of Outgoing Governors

- **Lori Sutcliffe-Geens** (2011-2017): completes two full terms on August 31. Lori served on a number of Board Committees – Finance and Property, Human Resources, Naming, Executive, Ad Hoc Risk Committee – and was elected Board Chair for the past two years. Prior to her appointment to the Board of Governors, Lori served six years as a Director on the Board of the Fleming College Foundation.
- **Nancy Martin-Ronson** (2014-2017): completes a three-year term on August 31. Nancy has been a valued member of the Executive Committee for the past two years.
- **Patti Watson** (2013-2017): served as the Academic Staff representative for the past four years. Patti retired from the College earlier this month.
- **Joon Kim** (Student representative) and **Holly Falconi** (Student Observer): each served a one-year term. Both Joon and Holly graduated this year.

7.2 No further business was identified.

- 8. Report from the In-Camera Meeting:** An In-Camera meeting was held earlier in the day; the Board approved a small increase to the student employee hourly rates for October 1, 2017 and received a final report on achievement of the 2016-2017 Board Objectives.
- 9. Adjournment of Meeting:** Senior Administration and guests were thanked for attending the meeting. It was moved by Ms. Kloosterman, seconded by Ms. Empey and carried to adjourn the Public meeting at 5:08 p.m.

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

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

BOARD REPORT

SUBJECT: Actions Taken Over the Summer 2017 Timeframe

Submission to: Public Board Meeting

Date of Meeting: October 25, 2017

Requested Action: For Information

Consent Agenda Item 3.2

CONTEXT / PURPOSE

A report summarizing actions during the summer recess.

BACKGROUND

- Compliance with By-law 1-102, s. 32, Executive Committee and Committee Terms of Reference

At the June 28, 2017 Public Board meeting, the Board gave the Executive Committee summer authority for Board decisions between the June meeting and the first full meeting of the Board in the Fall 2017, with all such activity publicly reported at that meeting. This annual action ensures that urgent matters which may arise during the summer months are handled in a timely fashion.

ANALYSIS

In late August 2017, the Student representative elected to a one-year term advised that she had withdrawn from Fleming, thus vacating the position. To fill the Student Governor position, the Executive Committee directed that an election be called in early September. Ellen Valter was acclaimed for a term September 25, 2017 through August 31, 2018.

On recommendation of the Executive Committee and confirmed by the Board of Governors through electronic meetings, three external governors (Fred Clifford, Aaron Grant, Cathy Praamsma) were appointed for terms September 1, 2017 through August 31, 2020 and an internal governor (Angela Pind) was appointed to complete the term vacated through the retirement of the Academic Staff representative, September 25, 2017 through August 31, 2019.

AUTHORED BY: Board Office

Period: June 1, 2017 - September 30, 2017

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

Award Date	Description	Vendor Name	Contract Amount (tax excluded)
	No contracts to report \$500k+ for this period.		

CHAIR'S REPORT

Public Board Meeting
October 25, 2017

Agenda Item 5.1

Board Leadership

An election meeting was held on June 28, 2017. The following governors were elected for one-year terms September 1, 2017 through August 31, 2018 and, along with President Tilly (ex officio), form the Executive Committee:

- Board Chair: **Dana Empey**
- Board Vice-Chair and Chair – Executive Committee: **Dan Marinigh**
- 2nd Board Vice-Chair and Chair – Audit Committee: **George Gillespie**
- Governor-at-Large: **Katherine MacIver**
- Governor-at-Large: **Paul Downs**

Strategic Planning

The Board began the process of setting objectives for 2017-2018; the objectives will be made public once approved.

Congratulations to **Samantha Rivers** (Fleming College) and **Patricia Hoyt** (Trent University), selected as recipients of the Student Business Leadership Bursaries, recognizing exception business leadership potential in a postsecondary student. The presentation took place at the Peterborough Business Excellence Awards on October 18, 2017. Samantha is in her third year of the Human Resources Management program.

2017 Higher Education Summit

As reported in June, the 2017 HES will be held in Toronto at the Sheraton Centre Hotel beginning Sunday afternoon, November 26 and all day Monday, November 27; the College Centre for Board Excellence will host governor orientation sessions prior to the conference on Saturday, November 25 and Sunday morning November 26. The Executive Committee has determined that up to eight members of the Board will be registered as delegates.

Premier's Awards Nominees

The HES culminates on Monday evening with the Premier's Awards and Gala. In recognition of the 25th anniversary of the Premier's Awards and the 50th anniversary of the college system, the Gala will be a black tie affair. Award recipients are announced at the ceremony. Congratulations to the six Fleming alumni selected as our 2017 Premier's Award nominees (see attached for details on each):

- Business: **Duane Parnham**, Mineral Engineering Technology, 1985; Geological Technician, 1985
- Community Services: **Michael VanDerHerberg**, Geomatics Technician, 2005
- Creative Arts and Design: **Glenn Ogden**, Museum Management and Curatorship, 2002
- Health Sciences: **Heather Lee**, Nursing, 1987
- Recent Graduate: **Thomas Wilkins**, Business Administration – Marketing, 2015
- Technology: **Al Stinson**, Forestry Technician, 1977

Opportunities for Governors

President's Advisory Council: meetings are held on Thursdays from 4:00 to 6:00 p.m. approx. The next meeting is November 23, 2017 at the Sutherland Campus, Boardroom B3347.

Colleges Ontario Premier's Awards Fleming College Nominees 2017



Business

Duane Parnham

Mineral Engineering Technology / Geological Technician, 1985

With a successful business track record, Duane Parnham is a prominent entrepreneur who champions the high-risk development of mineral resource companies. Since 1996, Duane's companies have generated over C\$1.2-billion in investor returns. In 2011, The Parnham Foundation was established by Duane and his family to support academically talented—yet economically disadvantaged or underprivileged—students from Namibia, Africa in pursuing a diploma at an Ontario college. In addition to the Foundation, Duane's charitable support includes a gift of C\$1-million made to an Ontario college which was the largest single gift to an Ontario college by an alumnus.

Michael VanDerHerberg

Geomatics Technician, 2005

Michael VanDerHerberg is a compelling advocate for causes in social housing, refugee settlement and community development in both his professional and personal endeavors. His ability to unite people for the greater good has created a community spirit of unprecedented volunteerism and non-profit success. His innovative approach to the Syrian Refugee Crisis helped 43 government assisted refugee families settle in the Peterborough community and he recruited 300+ local volunteers to support them. VanDerHerberg and his wife Andrea own the Silver Bean Café, a welcoming and popular community summertime hub known as the "waterfront cottage in the city".



Community Services



Creative Arts and Design

Glenn Ogden

Museum Management and Curatorship, 2002

Glenn Ogden is an award-winning visionary and the Creative Development Specialist for The Canadian Museum of History. He considers museum interpretation theory, visitor knowledge and museum best practices in creative processes he uses to develop powerful exhibition experiences and interpretive products. Exhibition credits include the Canadian War Museum's 'Canadian Experience Galleries' and the Canadian Museums Association's award-winning 'Afghanistan: A Glimpse of War' and '1812'. Ogden commemorated Canada 150 as a core-team member responsible for showcasing 15,000 years of history in the 40,000 square feet Canadian History Hall, a \$30-million exhibition revealing Canada's story as never seen before.

Premier's Awards

Fleming College Nominees 2017



Health Sciences

Heather Lee, RN, BScN

Nursing, 1987

With 30 years of experience as a Registered Nurse and Health Care Executive, Heather Lee is championing the future of health care in Rural and Northern Ontario. As the CEO of Sioux Lookout Meno Ya Win Health Centre (SLMHC), Heather collaborates with partners across the province to strengthen relationships within First Nations communities. While delivering operational success, Heather focuses on integrating traditional and modern medicines and practices, respecting the aboriginal cultural and linguistic diversity. With a passion to find solutions to the youth suicide crisis, Heather encourages staff to complete suicide intervention training and has increased the psychologist visits to SLMHC.

Thomas Wilkins

Business Administration - Marketing, 2015

Thomas Wilkins has embraced a corporate teamwork environment, demonstrating outstanding creativity and leadership early in his career. As a User Experience Analyst at Cossette, Thomas played an influential role in developing the 'SickKids VS' fundraising campaign for SickKids Foundation. The campaign was the most successful promotion in the Foundation's 143-year history and earned seven CANNES Lion Awards, the marketing industry's most recognized accolade around the world. Now a Strategist for FCB/SIX, Wilkins applies his award-winning digital marketing expertise to strategize with clients. He volunteers as a mentor for college and university students and entrepreneurs and is a SickKids Activator.



Recent Graduate



Technology

Al Stinson

Forestry Technician, 1977

With 36 years in predominant roles with the Ministry of Natural Resources and Forests, Allan Stinson retired as a Forest Science Specialist. He developed Ontario's first Silvicultural Tree Marking program that gained national and international interest and created the Forest Science Partnership that on average committed \$9-million annually to forest research and sustainable development in Canada. Dedicated to enhancing aboriginal forest management opportunities, Stinson negotiated the first tree harvest allocation for four First Nations in the Nipissing Forest. In 2015, Stinson became the first college graduate to be elected President of the Canadian Institute of Forestry since its inception in 1908.

BOARD REPORT

SUBJECT: Postsecondary Enrolment Update
Submission to: Public Board Meeting
Meeting Date: October 25, 2017, 2017
Requested Action: For Information

Agenda Item 5.3

CONTEXT / PURPOSE

This Report provides insight into our actual Fall 2017 enrolment performance and our performance to date on indicators related to upcoming Winter 2018 enrolment.

BACKGROUND

Fleming's Fall 2017 actual enrolment has now been determined. Winter 2018 enrolment remains a work in progress with further applications, confirmations, fee payment and registration activity to occur over the next few months.

Attachments:

- Fall 2017 Enrolment Performance

ANALYSIS / PROPOSED OPTIONS

In Fall 2017 we achieved record enrolment with 6,275 full-time students. This is the highest fall enrolment in the college's 50-year history. The previous high was in 2010 with 6058 students. The number of new students grew by 11 per cent over 2016 with 3,663 students starting their first semester. New domestic student enrolment grew by 1.2 per cent and new international student enrolment grew by 132 per cent over last year. Fleming now has 1,067 international students in total with this enrolment distributed across 72 programs. This Fall's record enrolment means we will exceed our enrolment related revenue targets for the fiscal year.

As we look ahead to Winter 2018, we are confident we will achieve an overall favorable result and significantly exceed international targets. Domestic application activity is tracking 1 per cent below last year and international applications are up substantially over last year.

ASSESSMENT OF POTENTIAL RISK

Category (select all that apply):

Strategic Reputational Operational Financial People Compliance N/A

CONCLUSION

Provided as an update.

AUTHORED BY: Brenda Pander-Scott, Registrar and Executive Director International Education & Enrolment Management

Enrolment Update Fall 2017

Day 10 Comparison – Fall 2016 vs. Fall 2017

	Fall 2016 Day 10			Fall 2017 Day 10			% Change New	% Change Returning	% Change Total
	New	Returning	Total	New	Returning	Total			
Domestic	3046	2217	5263	3082	2126	5208	1.2%	-4.1%	-1.0%
International	250	244	494	581	486	1067	132%	99.2%	116%
Total	3,296	2,461	5,757	3,663	2,612	6,275	11%	6.1%	9%

Fall 2017 Day 10 Target vs Actuals

	Fall 2017 Day 10 Target			Fall 2017 Day 10		
	New	Returning	Total	New	Returning	Total
Domestic	3100	2,122	5222	3082	2126	5208
International	305	316	621	581	486	1067
Total	3,405	2,438	5,843	3,663	2,612	6,275

% Domestic vs International Fall 2016 vs Fall 2017

	Fall 2016 Day 10			Fall 2017 Day 10		
	New	Returning	Total	New	Returning	Total
Domestic	92.4%	90%	91.4%	84.1%	81.4%	83%
International	7.6%	10%	8.6%	15.9%	18.6%	17%
Total	100%	100%	100%	100%	100%	100%

BOARD REPORT

SUBJECT: New College Policy – Enterprise Risk Management
Submission to: Public Board Meeting
Meeting Date: October 25, 2017
Requested Action: Decision / Approval

Agenda Item 6.1

CONTEXT / PURPOSE

To seek approval of a new policy which outlines the College's commitment to the introduction, adoption and implementation of Enterprise Risk Management (ERM).

BACKGROUND

The Board approved a Governance Policy on Risk Oversight in March 2016. At the June 28, 2017 Committee-of-the-Whole meeting, the Board provided input into a draft policy on Enterprise Risk Management which outlines the general framework in which the College plans to implement ERM.

Attachments:

- Draft College Policy #1-108, *Enterprise Risk Management*

ANALYSIS / PROPOSED OPTIONS

The College working team has surveyed a number of other colleges and gathered policies that are currently in use throughout the college system. In consultation with our MNP risk management experts and reviewing the data gathered from other colleges, the working team crafted the attached draft policy which was then reviewed and endorsed by the Executive Leaders Team.

Enterprise Risk Management is intended to be a key tool for the College to ensure its long term financial health, which is an objective in our Strategic Plan.

ASSESSMENT OF POTENTIAL RISK

Category (select all that apply):

Strategic Reputational Operational Financial People Compliance N/A

There are no material risks associated with the implementation of this policy as the policy itself is designed to gather, assess and report on risk. The implementation will be supported by expert consultants (MNP) to ensure lessons learned and best practices from other institutions are taken into consideration in order to avoid problems such as over analysis or decision making paralysis. In addition, the Fleming team has also joined a newly formed system-wide Risk Management working group in order to learn/share with other colleges that are further along in their implementations.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #1-108, *Enterprise Risk Management*.

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Angie Sims, Director Budget Services (ERM Project Lead)

COLLEGE POLICY: Enterprise Risk Management

Policy ID:	#1-108
Manual Classification:	Board of Governors
Approved by Board of Governors:	<i>Original:</i> Scheduled for October 25, 2017
Revision Date(s):	New Policy
Effective Date:	November 1, 2017
Next Policy Review Date:	November 1, 2018
Administrative Contact for Policy Interpretation:	Vice-President Finance and Administration
Linked to an Operating Procedure:	In development

Policy Statement

This policy is a statement of commitment by the College to the introduction, adoption and implementation of formal risk management throughout the College.

Purpose

Enterprise Risk Management (ERM) is a process to gather, assess and report on risk. ERM activities will form an integral part of College planning and operations. ERM supports and improves the decision-making, planning and prioritization processes by ensuring that risk is continually assessed and addressed. ERM is a continuous, proactive and dynamic process to identify, assess, manage and communicate risks that may impact the achievement of the strategic goals of the organization.

ERM will assist the College in attaining its goals, helping to avoid pitfalls and surprises along the way. It involves employees at every level of the institution and requires the development of risk profiles across the entire organization. This Policy sets out the structure of how ERM is to be carried out and is intended to operate in conjunction with all other policies and strategies of the College.

Scope

This policy applies to all members of the College community. Also refer to "Responsibilities" listed the "General Principles" section.

Definitions/Acronyms

Risk: an event, trend or course of action that will have either a positive or negative effect on an institution's ability to meet its strategic or operational objectives.

Enterprise Risk Management (ERM): the framework to identify, assess and manage risks. It provides the methodology for integrating risk into decision-making.

Risk Analysis: the process of determining the likelihood of a particular event, trend or course of action occurring and the impact on operational or strategic objectives if it does.

Risk Register: a list of identified enterprise risks which documents the risk analysis, risk scores, risk treatments, risk owner, results of risk treatments and status of each risk.

Risk Appetite: Establishes the boundaries for the broad risk taking activities of the organization.

Risk Tolerance Statements: describes the level of risk the College is willing to accept in relation to a threat that may cause loss or an opportunity in the day-to-day business activities.

Risk Treatment or Risk Control: the measures used to modify the risk to fall within the College's identified risk tolerance for that risk. Options include accept, mitigate, transfer or avoid the event, trend or course the action.

College community: includes, without limitation, employees, volunteer board members, students, and any person acting on behalf of or at the request of the College.

General Principles

1. Fleming College engages in a wide range of activities, both on and off campus, all of which give rise to some level of risk. Fleming College will:
 - 1.1. embed risk management into the culture and operations of the College;
 - 1.2. integrate risk management into strategic planning, operational planning, performance management and resource allocation decisions;
 - 1.3. manage risk to enable the realization of opportunities that support the strategic direction of the College;
 - 1.4. regularly review the College risk register and the effectiveness of risk treatments in addressing the institutional environment and the achievement of the College strategic plan;
 - 1.5. anticipate and respond through appropriate risk management actions to changing social, environmental and legislative requirements.
2. The College will establish a Risk Leadership Committee sponsored by the Vice-President Finance and Administration, reporting to the Executive Leaders Team to oversee implementation of the Fleming College Enterprise Risk Management Program.

Responsibilities

1. **All employees** have responsibility for adhering to internal controls and managing risk. Everyone shall be aware of the risks that are present in their activities.
2. The **Board of Governors** is responsible for providing the general oversight of the Enterprise Risk Management Program. The Board will be aware of critical risks to the College.

The Board is responsible for understanding the principal risks facing Fleming College and to ensure there are systems and processes put in place by the President to minimize or manage but not eliminate those risks.

3. The **Executive Leaders Team** is
 - 3.1 responsible for the leadership and the implementation of risk management;
 - 3.2 accountable for ensuring effective mitigation strategies for all risks consistent with the Board's established risk appetite and risk tolerance statements;
 - 3.3 responsible for providing, through the President, regular risk reports to the Board of Governors describing ERM activities and processes.
4. The **Risk Leadership Committee** is responsible for
 - 4.1 developing and overseeing the Enterprise Risk Management Program;
 - 4.2 overseeing the development and management of the risk framework and risk register;
 - 4.3 providing support to assist managers in identifying, assessing and managing risks;
 - 4.4 reporting regularly to the Executive Leaders Team on identified risks, risk treatments implemented and risk re-evaluation timeline.

5. **Deans and Directors** are responsible for
 - 5.1 identifying, evaluating and managing risks within their areas of responsibility;
 - 5.2 ensuring that everyone in their school or division understands their risk management responsibilities and making clear the extent to which the employees are permitted to accept risks.
6. **Managers and Supervisors** are responsible for ensuring that all risks in their area of operations are identified and managed appropriately.
7. **All employees** are responsible for effectively identifying and managing risks in their area of responsibility and advising their supervisor of potential or emerging risks.

Related Documents

- Governance Policy GP-004, *Risk Oversight*
- Administrative Operating Procedure #1-108 OP, *Enterprise Risk Management* IN DEVELOPMENT
- All College Policies and related Administrative Operating Procedures
- All Governance Policies and Board Procedures

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
New policy	Developed over 2016-2017	• Board approval of policy (Resolution BoG xxx)

BOARD REPORT

SUBJECT: Sutherland A Wing Exterior Cladding Upgrade for Retrofits Grant Fund

Submission to: Public Board Meeting

Meeting Date: October 25, 2017

Requested Action: Decision / Approval

Agenda Item 6.2

CONTEXT / PURPOSE

A report seeking approval to issue a change order to Steelcore Construction Ltd for a value up to \$1.464 million plus HST to remove and replace the building envelope (specifically the exterior cladding with rain screen and upgraded insulation including windows) on the Sutherland Campus A-Wing east wall, south east, and east curtain wall (designed to match the west wall).

BACKGROUND

Due to budget/funding constraints, the A-Wing East wall exterior building envelope was removed from the scope of the Sutherland Campus SIF Project. Funding has now become available through the Greenhouse Gas Campus Retrofits Program (GGRP) for postsecondary institutions to reduce their greenhouse gas (GHG) emissions and improve the energy efficiency of their campuses. Upgrading the A-Wing east wall building envelope is eligible for the GGRP Retrofits Grant Fund.

Attachments:

- A-Wing East Wall Drawings

ANALYSIS / PROPOSED OPTIONS

Administration has identified this project as an excellent use of the GGRP Retrofit Grant Fund. Other options have been considered, however none were felt to be as well-suited to this specific fund. The design work is already complete and the scope can be added as a change order to the existing contract for completion of the Sutherland Campus A Wing SIF project. This will enable the project to be completed within the one-year time constraint of this new Grant. The completion of this project will increase the energy efficiency of the building and reduce greenhouse gas emissions and energy operating costs.

ASSESSMENT OF POTENTIAL RISK

Category (select all that apply):

Strategic Reputational Operational Financial People Compliance N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Project not completed in the required timeline for the funding	Low	Low
Cost exceeds budgetary estimate	Low	Low
Unknown structural issues identified upon demolition	Low	Low

Additional risks may be identified here: N/A

Proposed actions to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk: By awarding this project as a change order to an existing contract early on, there is reduced risk to achieving the required timeline or the budget estimates. This also eliminates the requirement to redesign and tender this project; it was covered in the original architectural design and contract tender process. The contractor is in process of completing identical work on the building's West wall, and now has that experience and understanding of the scope/complexity to complete this work on the remaining exterior wall.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve a change order to Tender #PP17-02, to be issued to Steelcore Construction Ltd (Scarborough, Ontario) for PCO #16 for a value up to \$1,464,030 plus HST for replacement of the A-Wing East building envelope.

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Terry Williams, Director, Physical Resources

A Wing East Wall Exterior Building Envelope Upgrade

