

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

Wednesday, January 24, 2018
2:45 p.m.
Scholfield Boardroom
Sutherland Campus
Room B3330
Peterborough, ON

2015-2018 Strategic Priorities

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

A G E N D A

Pages

- | | |
|---|--------------|
| 1. Call to Order | |
| <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 November 22, 2017 Public Board meeting | 4-6 |
| Receive as information the | |
| 3.2 Investment Performance Report for the period ended September 30, 2017 | 7-32 |
| 3.3 Report on Procurement Contracts Awarded October – December 2017 | 33 |
| 3.4 Financial Position at December 31, 2017 | 34-36 |
| 4. Business Arising from Previous Meetings (not otherwise covered on the agenda) | |
| No items tabled. | |
| 5. Decision Items | |
| 5.1 2017-2018 Financial Plan Update (enclosed) | 37-49 |
| 20 min. Presenter: Vice-President Baker with Angie Sims | |
| 5.2 Student Tuition Fees 2018-2019 (enclosed) | 50-53 |
| 15 min. Presenter: Vice-President Baker with Angie Sims | |
| 5.3 Meal Allowances / Revision to Travel & Related Expenses Policy (enclosed) | 54-71 |
| 10 min. Presenter: Vice-President Baker with Sue Sanders and Mark Morden | |
| 5.4 New Program Proposal: Autism and Behavioural Science (enclosed) | 72-87 |
| 15 min. Presenter: Vice-President Limkilde with Linda Poirier | |

6. Discussion Items, Reports and Information Items

6.1 Chair's Report to the Board

6.2 President's Report to the Board

6.3 Interim Report: Collective Bargaining (enclosed)
20 min.

88-89

6.4 “Community Connections” Roundtable

6.5 Upcoming Events

- College Centre of Board Excellence webinars (register free of charge on-line)
 - *College Financial Leadership*: Thursday, January 25 at noon
 - *Understanding College Financial Statements*: Tuesday, January 30 at noon and repeated Thursday, February 8 at 8:00 a.m.
 - *Getting to Know the CAAT Pension Plan*: Tuesday, February 13 at 8:00 a.m. and repeated Thursday, February 22 at noon

- *Bell Let's Talk Initiatives*: Wednesday, January 31 at the Sutherland Campus. The College's new mental health statement will be announced at the *Fleming Knights Men's Basketball Game* (versus Durham College) at 7:00 p.m. at the Peterborough Sport and Wellness Centre

- *Liaison Governor Opportunity*: President's Advisory Council meeting Thursday, February 15 at 4:00 p.m. at the Sutherland Campus

- *Next Public Board Meeting*: Wednesday, March 28, 2018 at the Frost Campus

- *Spring Open House*: Saturday, April 7, 2018 at 10:00 a.m. at all Fleming Campus locations

7. Other Business

8. Move to In-Camera Meeting approx. 4:10 p.m.

9. Report from the In-Camera Meeting

10. Adjournment of the Public Meeting approx. 5:05 p.m.

Private Session (Governors Only)

CONSENT AGENDA

Public Board Meeting
January 24, 2018

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 November 22, 2017 Public Board meeting

and

Receive, for information the

3.2 Investment Performance Report for the period ended September 30, 2017

3.3 Report on Procurement Contracts Awarded October – December 2017

3.4 Financial Position at December 31, 2017

Board of Governors PUBLIC MEETING

Wednesday, November 22, 2017

Frost Campus Boardroom, Room 252

Lindsay, ON

Draft Until Approved

MINUTES

Present: Mr. Fred Clifford
 Mr. Paul Downs
 Ms. Dana Empey, Board Chair
 Mr. George Gillespie
 Dr. Aaron Grant
 Ms. Rosemarie Jung
 Ms. Heather Kerrigan
 Ms. Sue Kloosterman
 Ms. Katherine MacIver
 Mr. Dan Marinigh
 Mr. Mike Perry
 Ms. Angela Pind
 Ms. Cathy Praamsma
 Ms. Ellen Valter
 Dr. Tony Tilly

Regrets: Ms. Shelley Knott-Fife
 Mr. Mike Leonard

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
 Mr. Drew Van Parys, Executive Director Marketing and Advancement

Staff Presenting:

- Item 5.2: Ms. Angie Sims, Director Budget Services
- Item 6.3: Ms. Tania Clerac, Operations Leader – Office of Sustainability
- Item 6.4 Ms. Lynda Staples, Accessibility Facilitator

Guests:

- Laura Copeland, College Communications

1. Call to Order

Confirming quorum, the Chair called the meeting to order at 2:52 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 disclose any conflicts concerning items on the agenda; none were declared.

2. Additions/Deletions/Approval of Agenda

It was moved by Mr. Perry, seconded by Mr. Downs 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 Ms. MacIver and Ms. Kloosterman

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the November 22, 2017 meeting and, by unanimous consent, approve the minutes of the October 25, 2017 Public Board meeting.

Motion Carried
(Resolution BoG Nov22-2017 #1)

4. Business Arising from Previous Meetings

No items tabled.

5. Decision Items

5.1 Appointment of External Auditors: Governor Gillespie, Chair of the Audit Committee, provided a synopsis of the Audit Committee meeting held earlier in the day.

Moved and Seconded by Mr. Gillespie and Mr. Marinigh

THAT the Board of Governors of Sir Sandford Fleming College appoint KPMG LLP as the external auditors for the fiscal year ending March 31, 2018.

Motion Carried
(Resolution BoG Nov22-2017 #2)

5.2 Financial Plan 2017-2018 Update: When the budget is approved each spring, there are unknown factors affecting the revenue and expenditure forecasts that must be estimated; the Ministry requires colleges to submit, by January 8 of each year, a board-approved interim year-end projection based on November 30 financial balances. The Director of Budget Services presented the update budget which is pre-strike; while the budget projects \$4M to be available for contribution to reserves or as contingency, there is risk as the impact of student withdrawals is unknown and the provincial refund policy related to strike activity has yet to be disclosed. It was noted that December 5 is the deadline to apply for refund; members requested that a decision be deferred until this information is known. It was agreed to meet on December 13 over the noon hour, with teleconference option, in order to receive/approve the updated material and submit to the Ministry by the January deadline.

Note: on November 24/17, the Ministry provided direction that as a result of the extra demands placed on colleges due to the strike, the deadline to submit interim budgets would be extended to January 26, 2018; the interim budget will be presented for approval at the scheduled January 24/18 Board meeting.

6. Discussion Items, Reports and Information Items

6.1 Chair's Report to the Board: Governor Empey drew attention to the upcoming events listed on the Agenda as Item 6.8. There will be good Fleming College representation at the upcoming Higher Education Summit and Premier's Awards this coming weekend, with some governors attending orientation sessions prior to the conference. Appreciation was expressed to the staff at the Frost Campus for hosting the November Board meeting. Members will receive details on the December 13 "Christmas Social" via email.

6.2 President's Report to the Board: Dr. Tilly reflected on the strike and collective bargaining. Our focus is on helping students make the transition back and completing the semester.

6.3 Partnership Update #1 – Advancing Sustainability: For this Board year, two partnership or other updates speaking to the mandate of "contributing to community and economic

development” are scheduled. The first presentation, offered by Tania Clerac from the Office of Sustainability, highlights some of the initiatives developed within the past year in the City of Kawartha Lakes and the City of Peterborough. The five-year sustainability plan is in its final year; the next multi-year plan will set goals and targets to continuing building upon partnerships.

- 6.4 Annual Accessibility Report:** Legislation requires the College to develop and maintain a multi-year accessibility plan; the most recent Plan covers 2015 through 2018. The Board welcomed the College’s Accessibility Facilitator, Lynda Staples, who spoke to the progress made on the 2016-2017 objectives. The 2015-2018 multi-year action plan will be extended to December 2018 to align with the Fleming College Strategic Plan; a final annual report will be completed at the end of 2018.

Moved and Seconded by Mr. Perry and Mr. Marinigh

THAT the Board of Governors of Sir Sandford Fleming College receive and endorse the 2016-2017 Accessibility Report.

Motion Carried
(Resolution BoG Nov22-2017 #3)

- 6.5 Experiential Learning Initiatives Under the “Career Ready Fund”:** Dr. Tilly presented the report on behalf of Vice-President Limkilde, speaking to what the College plans to accomplish over the two academic years of funding. Received as information.
- 6.6 Annual Report on Program Advisory Committees:** College boards are responsible for ensuring an advisory committee for each program of instruction or cluster of related programs offered at the college is established. Fleming’s Board has defined in By-law a requirement that the Vice-President Academic annually provide the Board with a report detailing activities, accomplishments, program objectives, future trends and other information about the advisory committee system. On behalf of the VPA, Ms. Kloosterman presented two reports summarizing accomplishments for 2015-2016 and 2016-2017. Governors were encouraged to both accept an invitation to serve as an advisory committee member if the opportunity presented itself or to observe an Advisory Committee meeting.
- 6.7 Community Connections Roundtable:** Members were afforded an opportunity to note participation in a variety of events within their communities.

Incoming members were officially welcomed to the Board and presented with their Fleming Tartans and name badges.

- 6.8 Upcoming Events:** As listed and highlighted in the Chair’s Report.

7. Other Business

No further business was identified.

- 8. In-Camera Meeting:** Presenters and guests were thanked for attending the meeting. It was moved and seconded by Mr. Marinigh and Mr. Downs to recess at 4:05 p.m. for 10-minutes before convening the in-camera meeting.

9. Report from the In-Camera Meeting

The Board moved out of the In-Camera meeting at 5:27 p.m. The Chair reported that the student employee group would be moved to a single hourly rate beginning January 2018 (the \$14/hour minimum wage rate). The Board confirmed the President’s objectives for 2017-2018.

- 10. Adjournment:** There being no further business, the meeting adjourned at 5:28 p.m. on a motion by Dr. Grant, seconded by Ms. Pind and carried.

BOARD REPORT

SUBJECT: Investment Portfolio Review
Submission to: Public Board Meeting
Meeting Date: January 24, 2018
Requested Action: For Information

Consent Agenda Item 3.2

CONTEXT / PURPOSE

A report summarizing the investment performance of the Portfolios for the period ended September 30, 2017 as provided to the College by RBC Dominion Securities Inc.

BACKGROUND

- College Policy #4-419A, *Comprehensive Investment Policy Statement (IPS)*
- College Policy #4-419D, *Ministry Endowed Investment Policy Statement (IPS)*

The Comprehensive Investment Policy Statement (IPS) requires semi-annual reporting to the Board of Governors which includes the asset allocation, performance versus the benchmarks, a written statement of compliance with relevant sections of the IPS and a market commentary.

The Ministry Endowed IPS also requires semi-annual reporting to the Board which includes the asset allocation and a written statement of compliance with the Quality Guidelines included in the IPS.

Attachment:

- Detailed Portfolio Reviews for the period ended September 30, 2017

ANALYSIS / PROPOSED OPTIONS

The *Comprehensive Reports* are in compliance with the asset mix targets, the eligible investment guidelines, the investment limits as well as the fixed income quality and diversification requirements included in the related IPS.

The overall investment performance of the Comprehensive portfolio is measured against an annual target benchmark return of 3.5%. The average returns for the last 5 years was 3.58%, which exceeds the target of 3.50%.

As well, the performance of the equity portion, which is targeted to comprise 30% of the portfolio, is compared to the S&P/TSX Equity Income Total Return Index. The actual performance for the 5 year period ended September 30, 2017 was 6.18% (net of fees) as compared to the benchmark returns of 7.29%. The returns are slightly lower than the benchmark, however before fees the actual returns exceeded the benchmark slightly.

The Comprehensive IPS includes a target of 30% Canadian equities; therefore this portion of the portfolio is subject to fluctuation. The remaining 70% of the portfolio is comprised of a ladder of fixed incomes, which must be rated "A" or better by a recognized Rating agency and are generally held to maturity. The fixed income investments provide both current income for student bursaries and long term stability.

The *Ministry Endowed Report* is in compliance with the asset mix and fixed income quality targets. The Ministry Endowed portfolio is comprised entirely of cash, government bonds as well as bonds

and GICs issued by banks listed in Schedule I or II under the Bank Act (Canada), as required under the Ministers Binding Policy Directive.

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
Future negative equity returns could limit the amount of bursaries available for distribution from the Comprehensive Fund	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: The objective of the IPS is to preserve capital and generate income to meet the target award percentage over the long term, currently 3.5%. It is recognized that the target return may not be achieved each and every year. As a result, returns in excess of 3.5% are set aside to offset years where the 3.5% target is not achieved and the actual returns are reviewed annually prior to setting the awards to be disbursed in the following year.

CONCLUSION

No action is required; the Report is submitted for information.

AUTHORED BY: Office of the Vice-President Finance and Administration; Director Finance



SSFC Board of Governors Comprehensive Review

As at settlement date September 30, 2017

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union,
Other Funds Accts)

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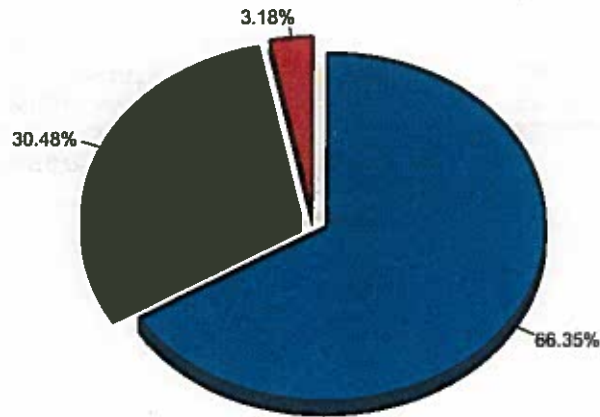
Asset Allocation

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

By Asset Class and Geography

As at September 30, 2017

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	5,349,560	66.35
Total Fixed Income	5,349,560	66.35
Equity - Canada	2,457,238	30.48
Total Equity	2,457,238	30.48
Cash and Cash Equivalents - Canada	256,153	3.18
Total Cash and Cash Equivalents	256,153	3.18
Total Canada	8,062,952	100.00
Total Portfolio	8,062,952	100.00

Investment Policy Statement

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union,
Other Funds Accts)

Investment Policy Statement

September 30, 2017

Total Portfolio Asset Allocation

As of September 30, 2017

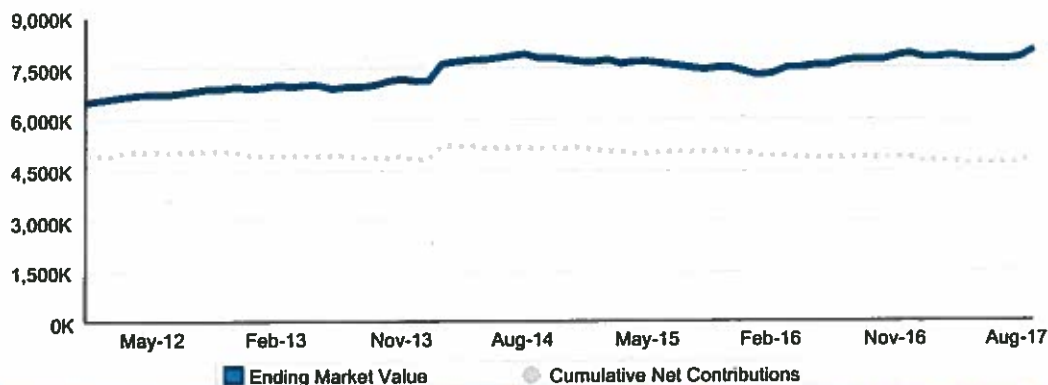
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	67.00%	55.00%	75.00%
Equity	30.00%	20.00%	40.00%

Market Value History

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

Sir Sandford Fleming College

January 1, 2012 to September 30, 2017



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions Withdrawals	Change in Market Value	Ending Market Value
2014	December	7,816,540.25	(9,283.00)	(85,011.96)	7,722,245.29
2015	March	7,722,245.29	(117,295.00)	56,462.69	7,661,412.98
	June	7,661,412.98	(9,356.00)	(24,028.68)	7,628,028.30
	September	7,628,028.30	(2,826.00)	(162,666.58)	7,462,535.72
	December	7,462,535.72	32,406.00	(61,375.26)	7,433,566.46
2016	March	7,433,566.46	(118,613.68)	202,163.64	7,517,116.42
	June	7,517,116.42	(56,857.00)	129,854.81	7,590,114.23
	September	7,590,114.23	1,102.00	151,178.29	7,742,394.52
	December	7,742,394.52	5,507.00	184,252.93	7,932,154.45
2017	March	7,932,154.45	(135,337.00)	43,340.58	7,840,158.03
	June	7,840,158.03	(33,537.00)	(32,945.58)	7,773,675.45
	September	7,773,675.45	204,681.00	84,490.54	8,062,846.99
TOTAL			(239,408.68)	485,715.42	

Compliance Statement

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at September 30, 2017

Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolios are in compliance with the IPS dated June 28, 2017 in terms of the following sections:

- Asset mix
- Eligible investments
- Investment limits
- Fixed income quality and diversification

Portfolio Performance

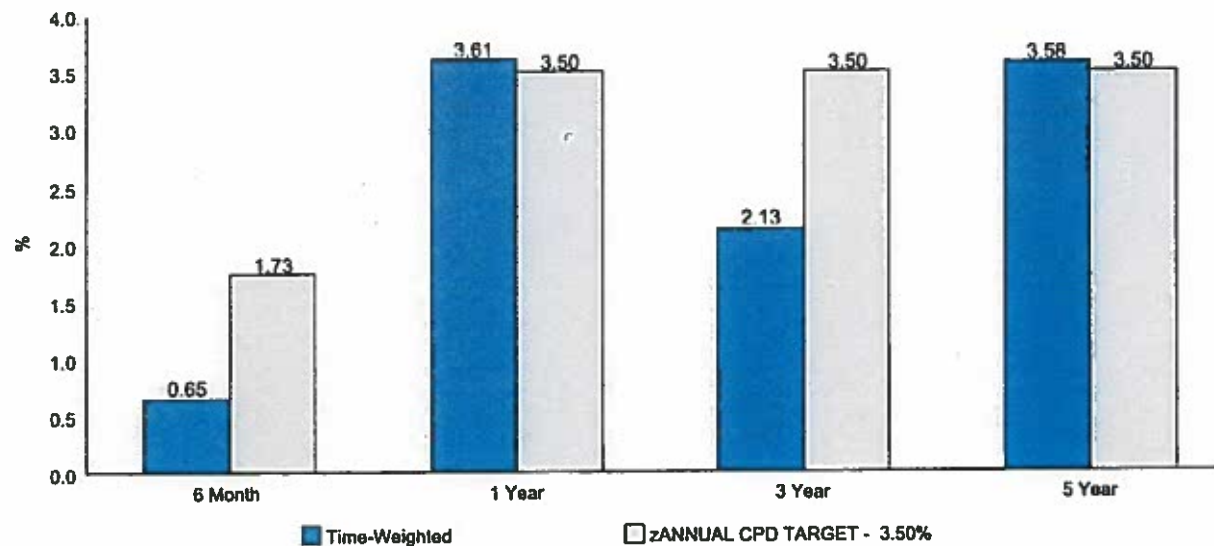
Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

Sir Sandford Fleming College

January 1, 2012 to September 30, 2017

% Rate of Return / Benchmark	6 Month	1 Year	3 Year	5 Year
Time-Weighted	0.65	3.61	2.13	3.58
zANNUAL CPD TARGET - 3.50%	1.73	3.50	3.50	3.50

Annualized Returns



- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and September 30, 2017
- Information regarding Performance Methodology can be found on the Statement of Terms page.

The Economy

Optimistic, invested, and vigilant

Amidst the devastation of hurricanes, floods, wildfires, and earthquakes, the global economy keeps plodding along. In fact, "skipping" along might be a better descriptor. Purchasing Managers' Indexes (PMIs) have been hitting fresh highs in some developed countries and holding at elevated levels in the rest. To be clear, this means that, on average, companies are seeing levels of new orders and current production sufficient to keep output expanding in the coming months. This pace of expansion has kept employment growing and the rate of unemployment falling across the developed world.

As surplus labour and other measures of excess capacity have diminished, the Fed's commitment to "normalise" U.S. monetary policy has become more entrenched. The Bank of Canada has turned the corner onto the same road. The Bank of England has given markets "fair warning" of its intention to do the same. While a move to higher rates is nowhere in sight for the European Central Bank, the bank is expected to again reduce the scale of its bond-buying programme (QE) in the coming months. Despite the forgoing, central bank policies are a long way from "tight". But, to borrow a phrase from RBC Global Asset Management Chief Economist Eric Lascelles-"peak money" is now behind us.

This has already been a long economic expansion by historical standards-33 quarters and counting for the U.S., 17 for Germany, and 33 for the U.K. That said, we see few if any reasons to imagine the global economy is going to roll over into a downturn anytime soon. In particular, monetary conditions remain accommodative, banks in the developed economies are for the most part healthy and strongly capitalised, while consumers and businesses are upbeat and confident. Weakening these strong underpinnings takes time-at least a year, probably two, perhaps longer.

Market Commentary.

As at September 30, 2017

In the meantime, corporate revenues, earnings, and estimates are all rising, taking the sting out of price-to-earnings multiples that are no longer compellingly cheap.

"Optimistic, invested, and vigilant" nicely sums up our investment stance today. We know what conditions would have to change in order to turn our recommended positioning aggressively defensive-chief among them the arrival of restrictive monetary conditions. Typically, the danger for investors is not in failing to see those economy/bull-market-killing conditions when they eventually arrive on the scene. Rather, it is the temptation to rationalise them away ("This time it's different!") in favour of wishing and hoping the good times will continue; hence, our commitment to vigilance.

Fixed Income

September proved to be a busy month for central bankers, and regardless of whether policy action was taken, the message is clear that they are ready to put the days of extraordinary policy stimulus behind them. We think these are important shifts, which have visions of higher rates dancing in some investors' heads. To us they are overly concerned, as policy guidance from each bank suggests new policy measures will unfold only gradually.

The Bank of Canada (BoC) appears to be heading toward a third rate hike in 2017 (in December), the Bank of England (BoE) is signaling it could hike rates before year end, and the U.S. Federal Reserve affirmed last month its plans for a balance sheet tapering and a December rate hike. European Central Bank (ECB) officials are expected this month to unveil 2018 tapering plans for their bond-buying program (QE).

Taken at face value, the BoC and BoE appear to be playing catch-up with the Fed, but upon further investigation both are removing extra accommodation put in place to cushion the blow from economic and/ or political events. Once completed, they will likely begin a holding pattern for future hikes.

Market Commentary.

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at September 30, 2017

Improving global economic fundamentals will continue to embolden central banks, but it's important in our view to remember these patient and gradual policy moves are done to normalize, not tighten, monetary policy. Central banks will all be dealing with similar challenges-slow economic growth, low inflation, low productivity, and shifting demographics-which, in our view, ensures central bank policy convergence will unfold over many years.

Canada

- The Government of Canada curve flattened further through September after the Bank of Canada (BoC) somewhat surprisingly raised the overnight lending rate by an additional 25 basis points to 1.00%. The move caused short-term bond yields to shift higher alongside expectations for future interest rate hikes although the longer end of the curve continues to be hampered by a lack of inflation expectations and low global government bond yields. We think the BoC will be slower at raising the overnight lending rate compared to previous hiking cycles given a number of headwinds facing the economy such as elevated household debt, tricky NAFTA negotiations, as well as a potential U.S. tax reform which could make the Canadian economy less competitive. This keeps us constructive on interest rate risk within bond ladders. We note that a flatter curve reduces the appeal of extension trades and our current attention is on short-to-intermediate maturity bonds.
- Investment-grade corporate bond spreads continue to hover around their tightest levels in three years which keeps us cautious on taking too much credit risk. Our long-lasting call to upgrade credit quality within portfolios remains in place, and we recommend investors diversify geographic exposure by looking to the ever-growing Maple bond market, where possible.
- The positive correlation between interest rates and preferred shares was absent in September. Although the stagnant prices are a reflection of the significant price appreciation that the asset class has experienced over the past 18 months, we think this creates an opportunity for investors who are under-invested, as well as being risk tolerant, to modestly increase an allocation to preferred shares.

Equity

Canada

- The valuation of the S&P/TSX relative to the S&P 500 has reverted to the discounted levels of early 2016. However, the Canadian market is not unique in that respect as the S&P 500 is the highest-valued developed market equity benchmark on a price-to-earnings basis.
- The Southern Ontario housing market has cooled considerably from the torrid gains experienced earlier this year. While fears of a correction appear overblown in the face of supportive employment and migration trends, there is still cause to be wary in light of stretched affordability and higher interest rates.
- We believe renewed momentum in U.S. crude inventory draws could support oil prices in the short term. However, we maintain a cautious medium-term view as we anticipate a rally of North American crude prices into the mid-US\$50/barrel range would prompt increased production amongst U.S. shale producers.
- NAFTA renegotiations remain a lingering risk for Canadian equities with key issues to be considered including the amount of North American content required for duty-free trade and the conflict resolution process.

What Does This Mean For Your Portfolio

The second and third quarters were a mixed bag in terms of market performance. Equity markets were strong up 2 1/2% for the most recent quarter and 10.1% for the previous 12 months. In contrast, bond markets were quite negative with the broad composite index down 1.8% for the quarter and down 3% for the past 12 months. Overall our shorter duration positioning in fixed income and strong equity markets allowed us to outperform our benchmark over a three-month basis, over the trailing 12 months and from a longer-term perspective, over the last five years all net of fees. We continue to believe fixed income markets will be challenging as many market participants expect the Bank of Canada to raise interest rates one more time this year. Even without

Market Commentary.

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at September 30, 2017

the central bank raising rates, should the US rates head higher, it will more than likely drag Canadian mid to longer-term rates along as well. We therefore will remain relatively short in our maturity selection, although we may take advantage of higher rate spikes to increase the portfolios cash flow.

Equity markets continue to be challenging in Canada. While financial, telecommunication, industrial and consumer discretionary stocks have posted strong returns year to date the energy sector and healthcare stocks continue to weigh on the index. We have and will continue to maintain an overweighting in Canadian banks as we believe fears of a US style real estate crash are unfounded and the banks strong balance sheets, growing earnings and growing dividends make them attractive investments for us. In addition, we remain overweight in industrials and consumer discretionary stocks and underweight in energy, technology and healthcare.

Comparing our returns to the equity benchmark over the last several years has been challenging. The benchmark (the S&P /TSX high dividend total return index) is continually evolving. The composition of the index has changed substantially over the last number of years, especially over the past 18 months. It is difficult for our portfolio to foresee changes that might be coming to the index, therefore changes in the portfolio cannot be made until the new composition is announced. It is still my opinion that this is the best index for you to be using, aligning with your goals more and more with each change. The most significant changes in the index are likely behind us and while energy may still be reduced in terms of its weighting in the index, it is likely this will be a more gradual process going forward. This should allow us to track the index more closely in the future.

Statement of Terms

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union,
Other Funds Accts)

As at September 30, 2017

Legal Disclaimers

The portfolio summary ("the Portfolio Report") is prepared by your Investment Advisor/Portfolio Manager who is an employee of RBC DS and is prepared from information received from sources we believe to be reliable. It is not an official statement of your positions at RBC Dominion Securities Inc. ("RBC DS").

This Portfolio Report has been prepared at the direction of and solely for the general guidance and benefit of the owners of the accounts included in the portfolio. It should be noted that a Portfolio Report can be created at anytime whereas your monthly statement is created at the last day of the month. Some of the positions shown in this statement may be held at other financial institutions where they are not covered by the Canadian Investor Protection Fund. Information regarding positions that are not held at RBC DS has been provided by the owner of an account included in the portfolio. These positions are included in the Portfolio Report at the request of the owner(s) of one or more of the accounts comprising the Portfolio Report for the purposes of providing as complete a view as possible of the portfolio. Neither RBC DS nor its employees can guarantee the accuracy or completeness of information relating to positions held at entities other than RBC DS, including quantities of securities held, market value and book-cost.

Please consult the monthly statements you receive from RBC DS or from other entities where the positions are held to determine which positions are eligible for protection by the Canadian Investor Protection Fund, including information as to which positions are held in segregation.

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• Generated on October 13, 2017

• This portfolio is composed of the following accounts:

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THE SIR SANDFORD FLEMING COL - 3760716815001
THE SIR SANDFORD FLEMING COL - 3760719512000
THE SIR SANDFORD FLEMING COL - 3761072119000
THE SIR SANDFORD FLEMING COL - 3761737919000

Henderson Capital Management

RBC Dominion Securities

THE SIR SANDFORD FLEMING COL - 3761737919001
THE SIR SANDFORD FLEMING COL - 5111959010000
THE SIR SANDFORD FLEMING COL - 5112105415000
THE SIR SANDFORD FLEMING COL - 5112147615000
THE SIR SANDFORD FLEMING COL - 5112189310000
THE SIR SANDFORD FLEMING COL - 5112269013000
THE SIR SANDFORD FLEMING COL - 5112269112000
THE SIR SANDFORD FLEMING COL - 5112269211000

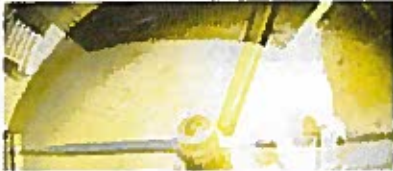
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CAD converted to USD at CAD\$1 - USD\$0.80160

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Section Specific Disclaimers



SSFC Board of Governors Equity Review

As at settlement date September 30, 2017

Sir Sandford Fleming College Equity (PIM)

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Statement of Terms - Statement of Terms	2

**Sir Sandford Fleming College of Applied Arts
& Technology**
 599 Brealey Drive
 Peterborough, ON, K9J 7B1
 Canada

Henderson Capital Management

Stephen L. Henderson, FCSI
 Vice President and Director
 Phone 705-743-4378 or
 1-800-429-9507

Shaylene Pind, Associate
 705-743-4492
 Lee Ann Jenkins, Associate
 705-743-4413

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Portfolio Performance

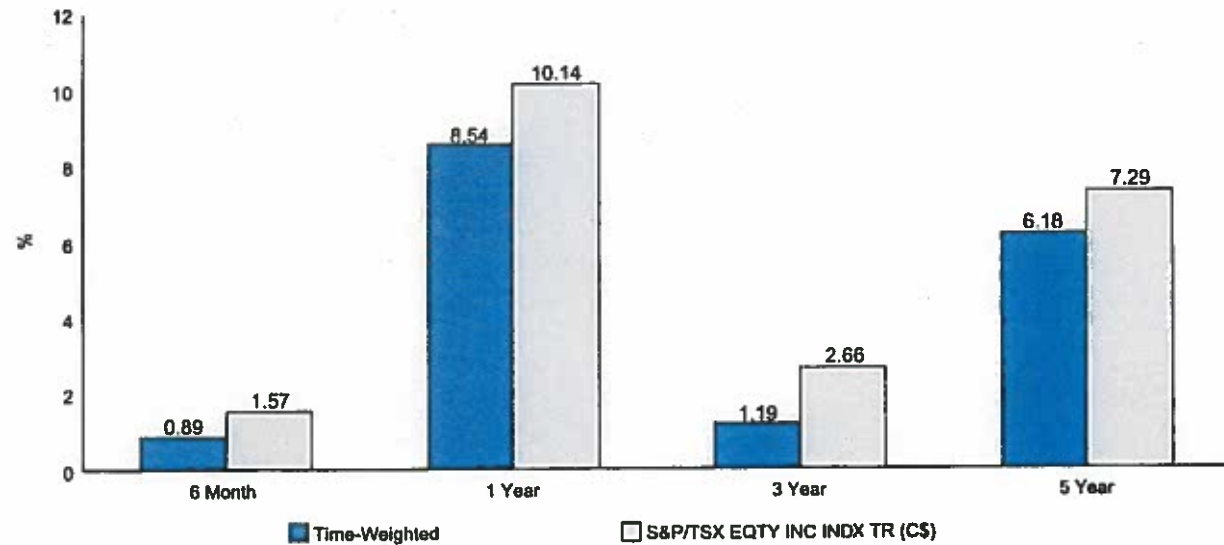
Sir Sandford Fleming College Equity (PIM)

Sir Sandford Fleming College

January 1, 2012 to September 30, 2017

% Rate of Return / Benchmark	6 Month	1 Year	3 Year	5 Year
Time-Weighted	0.89	8.54	1.19	6.18
S&P/TSX EQTY INC INDX TR (C\$)	1.57	10.14	2.66	7.29

Annualized Returns



- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and September 30, 2017
- Information regarding Performance Methodology can be found on the Statement of Terms page.

Statement of Terms

Sir Sandford Fleming College Equity (PIM)

As at September 30, 2017

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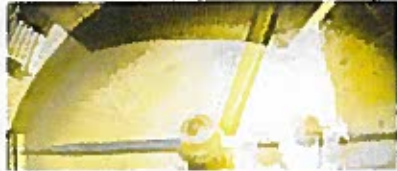
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Henderson Capital Management

RBC Dominion Securities

THE SIR SANDFORD FLEMING COL - 3761737919001

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SSFC Board of Governors Ministry Endowed Review

As at settlement date September 30, 2017

Sir Sandford Fleming College Bursary Ministry Funds

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Compliance Statement	4
Statement of Terms - Statement of Terms	5

**Sir Sandford Fleming College of Applied Arts
& Technology**
Ministry Endowed Funds
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 Peterborough, ON, K9J 7B1
 Canada

Henderson Capital Management

Stephen L. Henderson, FCSI
 Vice President and Director
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 1-800-429-9507

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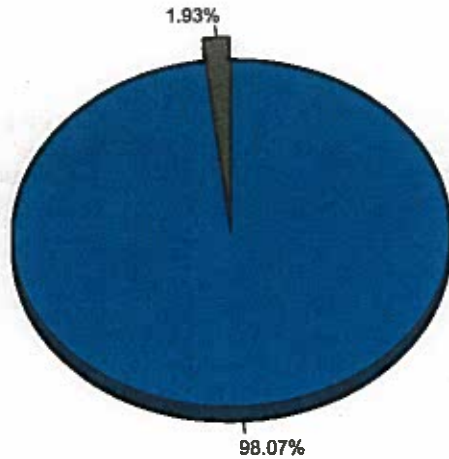
RBC Wealth Management
Dominion Securities

Asset Allocation

By Asset Class and Geography

As at September 30, 2017

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	285,449	98.07
Total Fixed Income	285,449	98.07
Cash and Cash Equivalents - Canada	5,608	1.93
Total Cash and Cash Equivalents	5,608	1.93
Total Canada	291,057	100.00
Total Portfolio	291,057	100.00

Investment Policy Statement

Sir Sandford Fleming College Bursary Ministry Funds

Investment Policy Statement

September 30, 2017

Total Portfolio Asset Allocation

As of September 30, 2017

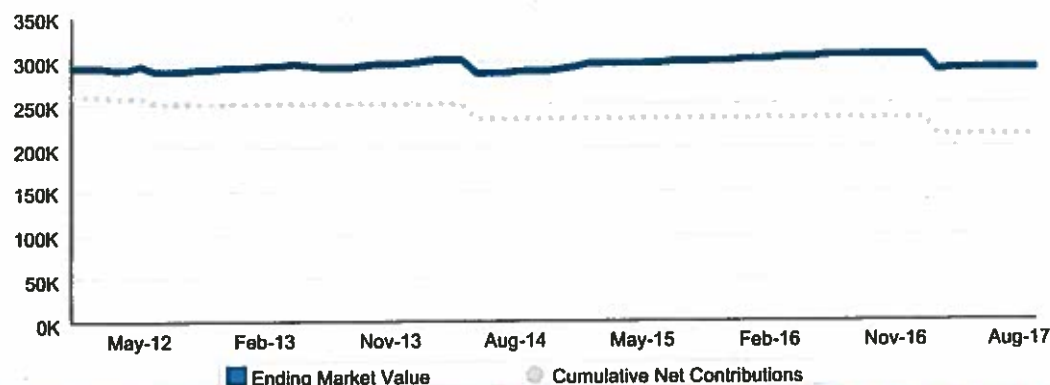
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	97.00%	90.00%	100.00%

Market Value History

Sir Sandford Fleming College Bursary Ministry Funds

Sir Sandford Fleming College

January 1, 2012 to September 30, 2017



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions/ Withdrawals	Change in Market Value	Ending Market Value
2014	December	288,101.03	0.00	3,948.60	292,049.63
2015	March	292,049.63	0.00	5,312.75	297,362.38
	June	297,362.38	0.00	475.24	297,837.62
	September	297,837.62	0.00	1,143.69	298,981.31
	December	298,981.31	0.00	1,974.80	300,956.11
2016	March	300,956.11	0.00	1,734.63	302,690.74
	June	302,690.74	0.00	2,133.63	304,824.37
	September	304,824.37	0.00	1,718.88	306,543.25
	December	306,543.25	0.00	(363.26)	306,179.99
2017	March	306,179.99	(18,000.00)	1,790.39	289,970.38
	June	289,970.38	0.00	724.66	290,695.04
	September	290,695.04	0.00	358.01	291,053.05
TOTAL			(18,000.00)	20,952.02	

Compliance Statement.

Sir Sandford Fleming College Bursary Ministry Funds

As at September 30, 2017

Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolio is in compliance with the IPS dated June 2017 in terms of the following section:

Fixed income quality

Statement of Terms

Sir Sandford Fleming College Bursary Ministry Funds

As at September 30, 2017

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Section Specific Disclaimers

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

Period: October 1, 2017 – December 31, 2017

Award Date	Description	Vendor Name	Contract Amount (tax excluded)
05-Oct-17	New 2017 Casagraden C6XP2 Drill Rig with Boom Crane and Tooling, per RFP #ACAD17-27	International Drilling Equipment	\$ 525,937.50
11-Oct-17	Lease Agreement for the property at 36 Industrial Drive, Norwood, Ontario used by the Pre-Service Fire Fighter Program. This is a five (5) year lease with an option to extend for an additional three (3) years.	Eastern Ontario Emergency Training Academy	\$875,650.00
02-Nov-17	Sutherland Campus, Roadways, Driveways & Parking Facilities (PP17-12). Three (3) year agreement with option to extend for an additional two (2) years.	Marquis Snow and Ice Ltd	\$ 692,685.75

BOARD REPORT

SUBJECT: Financial Position at December 31, 2017

Submission to: Public Board Meeting

Meeting Date: January 24, 2018

Requested Action: For Information

Consent Agenda Item 3.4

CONTEXT / PURPOSE

A report outlining the financial position of the College as at December 31, 2017, as presented through the Statement of Revenue and Expenditure.

BACKGROUND

The statement represents the revenues collected and expenditures made as at December 31, 2017 in comparison to the 2017-2018 Recommended Update Budget along with comparative amounts from the same time period of the previous fiscal year.

Attachment:

- Statement of Revenue and Expenditures as at December 31, 2017

ANALYSIS / PROPOSED OPTIONS

The overall assessment of the financial position as at December 31, 2017 shows the College with a significant surplus / contribution to reserves for year-end.

In review of the current revenue position of the College, the Statement of Revenue and Expense is tracking a favourable position. Winter enrolment activity has been very positive and while domestic enrolment is expected to be down we are significantly exceeding the international projections.

In review of the current expenditure position, overall expenditure lines are also tracking favourable versus the recommended Update Budget:

- Salary and Benefits are tracking favourable in total. With anticipated year-end adjustments and vacation accruals, it is expected that full time salaries will be spent out. For part time, with the added winter international enrolments, we anticipate a requirement for new faculty contracts; however, part time salaries are still anticipated to generate savings overall.
- Non salary expenditures are also tracking favourable to budget. However, added international activity will require added health insurance and agent commission costs offset by the increase in the associated revenue.

ASSESSMENT OF POTENTIAL RISK

Category (select all that apply):

Strategic Reputational Operational Financial People Compliance N/A

CONCLUSION

There are no recommendations as this report is provided as information.

AUTHORED BY: Office of the Vice-President, Finance and Administration; Director Budget Services

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending December 31, 2017



	Current Year			Prior Year			Variance
	Actual To 31-Dec-2017	Recommended - BUDGET UPDATE	YTD/Budget %	Actual To 31-Dec-2016	Actual Prior Year	YTD/Year %	Difference %
Revenue							
Grants and Reimbursements	\$ 32,488	47,740	68.1%	\$ 30,504	\$ 47,529	64.2%	3.9% F
Student Tuition Fees	33,924	40,996	82.7%	26,820	31,657	84.7%	-2.0% U
Contract Training	812	1,170	69.4%	859	1,389	61.8%	7.6% F
Other Income							
Other Income	5,154	8,699	59.2%	4,418	7,638	57.8%	1.4% F
Ancillary Fees	3,518	4,870	72.2%	3,297	4,461	73.9%	-1.7% U
Total Other Income	8,672	13,569	63.9%	7,715	12,099	63.8%	0.1% F
Amortization of Deferred Capital Contributions	3,025	4,218	71.7%	3,177	5,001	63.5%	8.2% F
Total Operating Revenues	78,921	107,693	73.3%	69,075	97,675	70.7%	2.6% F
Skills Programs	3,061	3,375	90.7%	2,814	3,735	75.4%	15.3% F
Tuition Holdback Bursaries	2,376	2,900	81.9%	2,719	2,660	102.2%	-20.3% U
Ministry Bursaries	641	702	91.3%	982	735	133.6%	-42.3% U
Special Projects	2,156	3,329	64.8%	2,290	2,305	99.3%	-34.6% U
Facilities Renewal and Renovation Projects	2,054	952	215.7%	288	278	103.6%	112.1% F
Ancillary Operations	4,705	5,562	84.6%	4,505	5,597	80.5%	4.1% F
Total Revenue	\$ 93,915	\$ 124,512	75.4%	\$ 82,672	\$ 112,984	73.2%	2.3% F

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending December 31, 2017



	Current Year			Prior Year			Variance
	Actual To 31-Dec-2017	Recommended - BUDGET UPDATE	YTD/Budget %	Actual To 31-Dec-2016	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	\$ 28,431	\$ 40,898	69.5%	\$ 29,863	\$ 41,531	71.9%	-2.4% F
Salaries, Part Time	7,816	12,807	60.0%	7,413	11,587	64.0%	-4.0% F
Benefits	7,734	11,742	65.9%	7,858	10,902	72.1%	-6.2% F
Total Salaries and Benefits	43,980	65,448	64.6%	45,134	64,020	70.5%	-5.9% F
	21.3%	21.9%		21.1%	20.5%		
Non-Salary Expenses							
Instructional Support Costs	3,977	5,390	73.8%	3,573	4,841	73.8%	0.0% F
Travel and Professional Development	758	1,229	61.7%	705	1,053	67.0%	-5.3% F
Advertising	553	1,171	47.2%	499	963	51.8%	-4.6% F
Telephone, Audit, Legal & Insurance	1,532	2,312	66.2%	1,144	1,626	70.3%	-4.1% F
Equipment Maintenance	452	567	79.7%	391	564	69.4%	10.3% U
Plant and Security	1,317	2,537	51.9%	1,294	2,298	56.3%	-4.4% F
Rentals and Taxes	696	841	82.8%	709	787	90.1%	-7.4% F
Utilities	1,745	3,065	56.9%	1,414	2,647	53.4%	3.5% U
Contract Services Trent		2,229	0.0%		2,063	0.0%	0.0% U
Services & Other	3,443	6,027	57.1%	2,547	4,732	53.8%	3.3% U
Long Term Debt Interest	36	47	76.2%	39	51	76.1%	0.1% U
Amortization of Capital Assets	4,111	5,930	69.3%	4,259	5,942	71.7%	-2.3% F
Total Non-Salary Expenses	18,619	31,346	59.4%	16,575	27,566	60.1%	-0.7% F
Total Operating Expenditures	62,599	96,794	64.7%	61,708	91,586	67.4%	-2.7% F
Investments	636	3,926	16.2%	703	1,588	44.3%	-28.0% F
Skills Programs	2,142	3,375	63.5%	2,268	3,735	60.7%	2.8% U
Tuition Holdback Bursaries	1,269	2,920	43.8%	1,658	2,660	62.3%	-18.6% F
Ministry Bursaries	453	702	64.5%	504	735	68.6%	-4.1% F
Special Projects	1,537	3,393	45.3%	1,357	2,305	58.9%	-13.6% F
Facilities Renewal and Renovation Projects	1,491	1,863	80.0%	149	278	53.6%	26.4% U
Ancillary Operations	3,540	5,448	65.0%	3,598	5,331	67.5%	-2.5% F
Total Expenditures	\$ 73,667	\$ 118,420	61.3%	\$ 71,946	\$ 108,217	66.5%	-5.2% F
Net	\$ 20,247	\$ 6,092	505.4%	\$ 10,726	\$ 4,766	225.0%	

BOARD REPORT

SUBJECT: 2017-2018 Financial Plan Update
Submission to: Public Board Meeting
Meeting Date: January 24, 2018
Requested Action: Decision / Approval

Agenda Item 5.1

CONTEXT / PURPOSE

The College Financial Plan (budget) is reviewed mid-year to update the Preliminary Budget for known adjustments to the original budget assumptions. The Update Budget must be approved by the Board of Governors for submission to the Ministry for consolidation into the provincial government's Interim Budget.

BACKGROUND

- Minister's Binding Policy Directive, *Business Plan Operating Procedure* under the Governance and Accountability Policy Framework
- 2017-2018 Financial Plan, approved by the Board of Governors April 26, 2017
- November 22, 2017 Public Board Meeting Book, Agenda Item 5.2 – 2017-2018 Financial Plan Update

The Budget Update process is now complete. This process provides all budget managers the opportunity to formally review Preliminary Budget assumptions, recognize actual enrolment shifts, and make adjustments to account for events that may have occurred since establishing the preliminary budget. Administration has analyzed the adjustments required to the Preliminary Budget.

Attachments:

- 2017-2018 Update Budget Statement of Revenue and Expenditures
- Draft 2017-2018 Updated Financial Plan, dated January 2018

ANALYSIS / PROPOSED OPTIONS

The College continues to deploy a strategy to build College reserves. Key elements of this strategy continue to be:

- (1) A holdback on distribution of International Tuition Revenue. The College process is to project international enrolment revenue and only allocate 60% of forecasted first year intake for expenditure purposes. This strategy also mitigates the risk should international enrolment not materialize in these volatile markets.
- (2) Use of a staffing vacancy management strategy. All managers are asked to hold off on hiring upon staff turnover (i.e. retirements) for 3 months where possible, in an order to reduce full time staffing costs.

The results of these strategies, along with other naturally occurring 'puts and takes' within the budget, estimated a "Pre-Strike" Update Budget projecting a \$4.0M surplus for 2017-18.

While in November it was anticipated that payroll savings resulting from the faculty strike would more than offset any cost outlays required to resume the semester, there was risk that the semester could be lost and reimbursement to students could have a significant impact on the College financial position. Therefore, approval of the Update Budget was deferred until January in order to more accurately forecast the strike-related impacts.

Fortunately, the Fall semester was not lost; however, the strike did have a considerable financial impact. The Ministry required Colleges to refund 100% of tuition to any students deciding to withdraw, and also to create a strike relief fund for students who may have experienced financial hardship (primarily child care or travel costs related to changes in the semester schedules). Added overtime for many College staff was also required to build and implement the semester completion plans.

In addition to the adjustments being made to the Update Budget related to the strike, revenue and expenditure adjustments have also been made to reflect a significant increase in winter enrolments.

Changes to revenue and expenditure lines are detailed in the attached 2017-2018 Budget Update Statement of Revenue and Expenditures and within the 2017-2018 Updated Financial Plan document.

As a result of all of the above factors (in addition to the analysis provided in the November report) the final Update Budget will provide a \$6.0 million contribution to reserves for future investment.

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
Failure to achieve winter enrolment projection	Low	Medium
Cost escalation beyond Budgetary assumptions	Low	Medium

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: The Update Budget projects \$6.0 million to be available for contribution to College reserves, or contingency, for the year ending March 31, 2018. However, the budget is not without risk.

The College will monitor its budgets closely through the remainder of the year and report status to the Board, along with any further action required.

RECOMMENDATION

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

**Total Revenue of \$124,512,000
Expenditures of \$118,420,000
Capital Expenditure of \$18,291,535
Net Assets at March 31, 2017 of \$24,525,000 AND**

THAT the Budget Update be submitted to the Ministry of Advanced Education and Skills Development.

AUTHORED BY: Office of the Vice-President, Finance and Administration; Director Budget Services

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending December 31, 2017



Current Year						
	Actual To 31-Dec-2017	Pre-strike Budget Update	Strike Impact	Additional Forecasts (Winter impacts)	Recommended - BUDGET UPDATE	Comments
Revenue						
Grants and Reimbursements	\$ 32,488	\$ 47,924	-\$	184	47,740	
FT Domestic	14,468	18,260	-1,250	-660	16,350	
FT International	17,079	18,955	-524	3,355	21,785	
Apprenticeship Classroom Fee	109	108			108	
Full Time	31,656	37,323	-1,775	2,695	38,243	
Part Time	2,268	3,283	-230	-300	2,753	loss in PT could be greater, based on trend
Student Tuition Fees	33,924	40,606	-2,005	2,395	40,996	
Contract Training	812	1,170			1,170	
Other Income						
Other Income	5,154	8,452		247	8,699	international health fees
Ancillary Fees	3,518	4,951	-181	100	4,870	adjusted enrolment
Total Other Income	8,672	13,403	-181	347	13,569	
Amortization of Deferred Capital Contributions	3,025	4,218			4,218	Timing amortization accounting entries
Total Operating Revenues	78,921	107,320	-2,185	2,558	107,693	
Skills Programs	3,061	3,375			3,375	
Tuition Holdback Bursaries	2,376	2,900			2,900	
Ministry Bursaries	641	702			702	
Special Projects	2,156	3,329			3,329	
Facilities Renewal and Renovation Projects	2,054	952			952	
Ancillary Operations	4,705	5,647	-85		5,562	residence and parking revenue losses
Total Revenue	\$ 93,915	\$ 124,225	-\$ 2,270	\$ 2,558	\$ 124,512	
				288		



Current Year

	Actual To 31-Dec-2017	Pre-strike Budget Update	Strike Impact	Additional Forecasts (Winter impacts)	Recommended - BUDGET UPDATE	Comments
Expenditures						
Salaries and Benefits						
Salaries, Full Time	\$ 28,431	\$ 42,751	-\$ 1,853	\$	\$ 40,898	
Salaries, Part Time	7,816	13,029	-492	270	12,807	
Benefits	7,734	12,338	-620	24	11,742	
Total Salaries and Benefits	43,980	68,119	-2,965	294	65,448	
	21.3%	22.1%			21.9%	
Non-Salary Expenses						
Instructional Support Costs	3,977	5,310		80	5,390	anticipate greater spend in winter
Travel and Professional Development	758	1,479		-250	1,229	Deferral in PD and travel engagements - high likelihood savings will occur
Advertising	553	1,171			1,171	
Telephone, Audit, Legal & Insurance	1,532	2,065		247	2,312	international health insurance payments
Equipment Maintenance	452	567			567	
Plant and Security	1,317	2,421	116		2,537	added strike security
Rentals and Taxes	696	841			841	
Utilities	1,745	3,065			3,065	
Contract Services Trent		2,229			2,229	
Services & Other	3,443	5,367		660	6,027	agent commissions
Long Term Debt Interest	36	47			47	
Amortization of Capital Assets	4,111	5,930			5,930	
Total Non-Salary Expenses	18,619	30,494	116	737	31,346	
Total Operating Expenditures	62,599	98,612	-2,849	1,031	96,794	
Investments	636	3,926			3,926	
Skills Programs	2,142	3,375			3,375	
Tuition Holdback Bursaries	1,269	2,900	20		2,920	strike relief fund
Ministry Bursaries	453	702			702	
Special Projects	1,537	3,393			3,393	
Facilities Renewal and Renovation Projects	1,491	1,863			1,863	
Ancillary Operations	3,540	5,448			5,448	
Total Expenditures	\$ 73,667	\$ 120,219	-\$ 2,829	\$ 1,031	\$ 118,420	
Net	\$ 20,247	\$ 4,006	\$ 559	\$ 1,527	\$ 6,092	



Fleming College
Financial Plan
Update
2017-2018

DRAFT

January 2018

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I. Summary

Financial Plan for 2017/2018

Total revenues for this Updated Financial Plan are \$124.5 million, an increase of 10.2% over the 2017/2018 Preliminary Budget. Total expenditures have also been projected to increase to \$118.4 million, leaving \$6.0 million available as a contribution to College reserves.

Capital investment is budgeted at \$18.3 million, an increase of \$0.3 million from Preliminary Budget.

Net Assets are projected to be \$24.5 million at March 31, 2018.

Fleming College Financial Plan Update Budget 2017/2018

SUMMARY

(\$ 000's)

	Update Budget 2017/2018	Preliminary Budget 2017/2018	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 47,740	\$ 45,598	\$ 2,142	4.7%
Student Tuition Fees	40,996	34,065	6,931	20.3%
Contract Training	1,170	1,128	42	3.7%
Other Income	13,569	12,085	1,484	12.3%
Amortization	4,218	4,175	43	1.0%
Skills, Bursaries, Ancillary & Projects	16,820	15,974	846	5.3%
Revenue	124,512	113,024	11,487	10.2%
Operating Expenses				
Operating Expenses	90,864	89,537	1,327	1.5%
Amortization Expense	5,930	5,884	46	0.8%
Skills, Bursaries, Ancillary & Projects	21,626	16,584	5,042	30.4%
Expenses	\$ 118,421	\$ 112,006	6,415	5.7%
Excess of Revenue over Expenditures	\$ 6,091	\$ 1,019	5,072	498.0%

	Projected Balance Mar 31/18	Year End Balance Mar 31/17	\$ Increase (Decrease)	% Increase (Decrease)
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NET ASSETS

Invested in Capital Assets

As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	21,824	15,012	\$ 6,812	
Total Invested in Capital Assets	24,241	17,429	6,812	39.1%

Unrestricted

Operating (Board Reserves)	3,010	3,741	(731)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(9,882)	(9,882)	-	
Total Unrestricted	(6,872)	(6,141)	(731)	11.9%

Internally Restricted

	685	675	10	
Subtotal Net Assets	18,054	11,963	6,091	50.9%

Externally restricted

	6,471	6,471	(0)	
TOTAL NET ASSETS	\$ 24,525	\$ 18,434	\$ 6,091	33.0%

II. Revenue

College revenues are budgeted at \$124.5 million, an increase of 10.2% from revenues projected in the 2017/2018 Preliminary Budget.

SIR SANDFORD FLEMING COLLEGE				
<i>Financial Plan - Update Budget</i>				
<i>Fiscal Year 2018</i>				
	Update Budget 2018	Preliminary Budget 2018	Change	%
Revenue				
Grants and Reimbursements	(47,739,821)	(45,597,878)	(2,141,943)	4.7%
Student Tuition Fees	(40,995,897)	(34,064,880)	(6,931,017)	20.3%
Contract Training	(1,169,648)	(1,127,842)	(41,806)	3.7%
Other Income				
Other Income	(8,699,358)	(7,404,556)	(1,294,802)	17.5%
Ancillary Fees	(4,869,714)	(4,680,313)	(189,401)	4.0%
Non-Operating Revenue	-	-	-	
Total Other Income	(13,569,072)	(12,084,869)	(1,484,203)	12.3%
Amortization of Deferred Capital Contributions	(4,217,500)	(4,175,000)	(42,500)	1.0%
Total Operating Revenues	(107,691,938)	(97,050,469)	(10,641,469)	11.0%
Investments				
Skills Programs	(3,374,814)	(3,164,983)	(209,831)	6.6%
Tuition Holdback Bursaries	(2,900,000)	(2,900,000)	-	0.0%
Ministry Bursaries	(702,300)	(282,300)	(420,000)	148.8%
Special Projects	(3,328,681)	(2,340,606)	(988,075)	42.2%
Facilities Renewal and Renovation Projects	(952,231)	(1,701,237)	749,006	-44.0%
Ancillary Operations	(5,561,594)	(5,584,594)	23,000	-0.4%
Total Revenue	\$ (124,511,558)	\$ (113,024,189)	\$ (11,487,369)	10.2%

1. Grants and Reimbursements

Additional grants were added to the college financial plan as they have been confirmed with the funders. Most notably, a \$2.3 million one-time grant was awarded to the College from the Ministry to be used to supplement College operating expenditures.

2. Student Tuition

Student tuition is projected to increase by \$6.9 million over Preliminary Budget as a result of very favourable winter enrolment.

3. Other Income

Overall, Other Income has increased by \$1.3 million from the Preliminary Budget.

Other Income is comprised of a variety of income streams from operations, including bookstore and cafeteria, as well as recovery from students for student supply fees and academic fees for field placements.

A significant component of this increase relates to the flow through of health insurance fees and ancillary fees collected from an increased number of International students.

5. Non-Operating Revenues

The revenue recorded in this category represents funding received from multiple sources including a variety of funds secured for bursaries and projects with third party partners (i.e. funding for CAWT research) and a variety of Ministry grants. Additional funding of \$209,831 was provided to enhance the College's skills programs for academic upgrading. An increase in Ministry Bursaries of \$420,000 represents plans for distribution of student bursaries from College endowment funds and other donor awards. Special project grants have been confirmed, and represent an overall increase from Preliminary Budget of \$988,075. These increases are offset fully by increases in matching expenditures.

College administration has also allocated \$749,006 of grant funding to offset the purchase of college assets, making use of added operating revenues to fund additional project-related expense items.

Ancillary Operations represents revenues from the College Residence and Parking Revenues.

III. Expenditures

College expenditures are budgeted at \$118.4 million, an increase of 5.7% over preliminary budget.

SIR SANDFORD FLEMING COLLEGE				
Financial Plan - Update Budget				
Fiscal Year 2018				
	Update Budget 2018	Preliminary Budget 2018	Change	%
Expenditures				
Salaries and Benefits				
Salaries, Full Time	40,898,100	42,955,196	(2,057,096)	-4.8%
Salaries, Part Time	12,807,327	12,157,223	650,104	5.3%
Benefits	11,742,173	12,591,839	(849,666)	-6.7%
Total Salaries and Benefits	65,447,600	67,704,258	(2,256,658)	-3.3%
	21.9%	22.8%		
Non-Salary Expenses				
Instructional Support Costs	5,390,418	5,141,685	248,733	4.8%
Travel and Professional Development	1,229,190	1,185,776	43,414	3.7%
Advertising	1,171,055	1,033,462	137,593	13.3%
Telephone, Audit, Legal & Insurance	2,311,754	1,357,663	954,091	70.3%
Equipment Maintenance	566,920	549,920	17,000	3.1%
Plant and Security	2,536,861	2,181,811	355,050	16.3%
Rentals and Taxes	841,259	841,259	-	0.0%
Utilities	3,065,435	3,002,493	62,942	2.1%
Contract Services Trent	2,229,440	2,231,690	(2,250)	-0.1%
Services & Other	6,027,390	4,260,664	1,766,726	41.5%
Long Term Debt Interest	46,716	46,716	-	0.0%
Amortization of Capital Assets	5,930,158	5,884,000	46,158	0.8%
Total Non-Salary Expenses	31,346,596	27,717,139	3,629,457	13.1%
Total Operating Expenditures	96,794,196	95,421,397	1,372,799	1.4%
Investments	3,925,807	485,000	3,440,807	709.4%
Investments - contingency		300,000	(300,000)	-100.0%
Skills Programs	3,374,814	3,164,983	209,831	6.6%
Tuition Holdback Bursaries	2,920,000	2,900,000	20,000	0.7%
Ministry Bursaries	702,300	282,300	420,000	148.8%
Special Projects	3,392,513	2,340,606	1,051,907	44.9%
Facilities Renewal and Renovation Projects	1,862,657	1,701,237	161,420	9.5%
Ancillary Operations	5,448,261	5,410,034	38,227	0.7%
Total Expenditures	\$ 118,420,548	\$ 112,005,557	\$ 6,414,991	5.7%
Net	\$ (6,091,010)	\$ (1,018,632)	\$ (5,072,378)	498.0%

1. Full Time Salaries

Full time (FT) salaries are budgeted based on the current College staff complement and all Collective Agreements that are currently in place. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall, FT salary expenditures have decreased from Preliminary Budget by \$2,057,096 mainly due to faculty strike.

2. Part Time Salaries

Part time (PT) salaries have increased by \$650,104 from the Preliminary Budget. While a portion of this increase relates to new hires to support one time in-year projects, the majority of the increase was due to the direct impact of changes in our enrolment mix from the original enrolment plan. Where programs experienced significant growth (for example with an influx of International students), more PT teaching resources were required for course delivery.

3. Benefits

Benefits have decreased accordingly with the change in staffing mix and delay of FT hires.

4. Non-Salary Expenses

Overall the Non-Salary Expenses project an increase of \$3.6 million
This significant increase is due to a variety of sources including:

- an increase in the Commissions payable to our International agents due to growth in International student enrolment (\$1.9 million)
- an increase in health insurance fees for our International students that were fully offset through an equal projected increase in Other Income/Student Fees (\$1 million)
- enhancement to operations including student services, marketing and staff development as a result of a one-time grant (\$0.6 million)

5. Non-Operating Expenses

As described with the increases to non-operating revenues, bursaries and grant-funded project-related expenditures have increased by \$5 million.

\$3.6 million has been added to the college expense investments and facility renewal projects as part of the overall capital/investment plan; this is directly the result of an increase in projected operating revenues. The balance is related to additional grants secured in year.

IV. Capital

Capital spending for the 2017/2018 Update Budget is planned at \$18.3 million. This represents an increase of \$0.3 million from Preliminary Budget.

The most significant adjustment to the original capital plan is the decision to add a clerestory to the Sutherland Campus A-Wing construction project (\$0.2 million). Additionally, the purchase of enterprise-wide scheduling software was added to improve the College's space scheduling capabilities.

For the 2017/2018 Update Budget, Capital items budgeted are summarized below:

	College Funded	Grant Funded	Total Capital	Preliminary Budget
Building Construction/Renovations	841,642		841,642	617,388
Network/IT Systems	911,925	780,182	1,692,107	1,591,717
Academic Equipment	1,316,870	295,948	1,612,818	1,550,681
Grounds/Parking Lots	157,491	25,899	183,390	183,390
Residence Capital	45,500		45,500	42,000
Applied Research Equipment	10,754	68,534	79,288	
	<hr/> 3,284,182	<hr/> 1,170,563	<hr/> 4,454,745	<hr/> 3,985,176
Building Construction - Strategic Investment Fund	5,045,250	8,791,540	13,836,790	14,018,115
	<hr/> 8,329,432	<hr/> 9,962,103	<hr/> 18,291,535	<hr/> 18,003,291

BOARD REPORT

SUBJECT: Student Tuition Fees 2018-2019
Submission to: Public Board Meeting
Meeting Date: January 24, 2018
Requested Action: Decision / Approval

Agenda Item 5.2

CONTEXT / PURPOSE

A report seeking approval of Student Tuition Fees for the 2018-2019 academic year.

BACKGROUND

This report aligns with the Minister's Binding Policy Directive on Tuition and Ancillary Fees and has been developed in accordance with tuition fee framework guidelines. The College is responsible for ensuring that tuition and ancillary fees for all programs of instruction and courses operated by the College have been approved by the Board of Governors.

Attachments:

- Domestic Tuition Fees Schedule
- International Tuition Fees Schedule

ANALYSIS / PROPOSED OPTIONS

The tuition fees proposals were developed in consultation with the Deans and the International Education Department; fees were calculated by using prior year amounts and adding a percentage increase to each fee/group.

Domestic Fees

Ministry policy allows for 3% increases on regular tuition and a 3% overall cap for the College; it also allows for 5% increases on high demand (HD) programs. We must determine the most appropriate blend of tuition increases in order to stay competitive with the system and take into consideration the financial needs of the college. The new Ontario system ("Free Tuition") under OSAP reform will commence in 2018-2019. As part of this new system, students will now see college program offers in a comparative format, showing the tuition fees for all programs they have applied for. In order to facilitate this process, it has been suggested that colleges seek Board approval on these fees earlier than we have in the past.

In order to ensure we remain competitive, the College is recommending a conservative approach on setting fees for 2018-2019: no increases in many of our high demand programs or capping these at 3% rather than the 5% allowed in the policy. Only the GIS program, where we know we are below market, is seeking the maximum HD increase of 5%.

Recommendations for tuition fees on new programs will continue to come forward for Board approval as required in-year. However, these fees are intended to align with the structure of current programs and the tuition framework.

International Fees

There is no Ministry policy directing International tuition; however, our competitive position must be taken into consideration in setting these fees. The College's fee proposal ranges from 0% for programs with fees that are high versus the International market to 3% for regular and high demand programs that need to keep pace with anticipated Domestic increases. Additionally, a series of

special fees are set for international student work terms which are much lower than an academic term, but are charged to offset a portion of grant that a domestic student would attract in the term. Within the International market, levying a fee equivalent to full academic semester fees for a work term is not an acceptable practice.

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
If fees are set too high the College could create a competitive disadvantage and lose enrolment	Medium	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: Domestic fees are being set conservatively to determine the impact on competition with the new provincial tuition disclosure process commencing for the new year. The International Education Department maintains a network throughout the International education market to assess and recommend increases to fees that they feel are appropriate in the competitive market.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the Domestic and International Student Tuition Fees for 2018-2019.

AUTHORED BY: Office of the Vice-President, Finance and Administration; Director Budget Services

Domestic Tuition Fee Schedule

(PER SEMESTER)

Proposal to come into Effect September 1, 2018

	2017/2018			Recommending for 2018/2019			Comments
	\$	\$ Change	% Change	\$	\$ Change	% Change	
Regular Programs							
Certificate Programs	1466	43	3%	1510	44	3%	maximum allowed
Diploma Programs	1392	41	3%	1434	42	3%	maximum allowed
Massage Therapy	1779	52	3%	1832	53	3%	maximum allowed
Graphic Design	1540	45	3%	1586	46	3%	maximum allowed
Arboriculture	1606	47	3%	1654	48	3%	maximum allowed - removed from HD list
High Demand							
Blasting Techniques	3509	102	3%	3614	105	3%	
Computer Security & Investigation	3022	88	3%	3112	91	3%	
Ecological Restoration	2709	79	3%	2790	81	3%	
Electrical Power Generation	4646	-	0%	4646	0	0%	low enrollments likely need to hold tuition stable for awhile
Heavy Equipment Operator (FULL PROGRAM)	11421	333	3%	11421	0	0%	program already very high
Motive Power Techniques - Heavy Equipment	4646	-	0%	4646	0	0%	
Outdoor Adventure Skills	2441	71	3%	2515	73	3%	
Outdoor Adventure Education	2808	82	3%	2893	84	3%	
Paramedic	3085	90	3%	3085	0	0%	not anticipating much in the way of increased costs and enrollments don't suggest the program can bear much increase in price
Practical Nurse	2261	66	3%	2328	68	3%	
Pre-Service Fire Fighter	4987	145	3%	4987	0	0%	not anticipating much in the way of increased costs and enrollments don't suggest the program can bear much increase in price
Pest Management	2681	78	3%	2681	0	0%	Not currently running
Ontario Grad. Certificates							
Advance Water Operations	3144	92	3%	3238	94	3%	
Applied Research	1978	58	3%	2037	59	3%	
Applied Planning - Environmental	2233	n/a new to 17/18		2300	67	3%	
Aquaculture	3301	96	3%	3400	99	3%	
Cultural Heritage Conservation and Management	1781	85	5%	1834	53	3%	
Emergency Management	1466	43	3%	1510	44	3%	
Environmental Visual Communication	3772	110	3%	3772	0	0%	not anticipating much in the way of increased costs and enrollments don't suggest the program can bear much increase in price
GIS Programs	1584	75	5%	1663	79	5%	Tuition is quite behind market, proceed with maximum allowed
Health, Safety and Environmental Compliance	2689	78	3%	2770	81	3%	
International Business Management	1627	47	3%	1676	49	3%	
Global Business Management	1627	47	3%	1676	49	3%	
Museum Management	1781	11	0.63%	1834	53	3%	
Natural Resources Law Enforcement	2927	85	3%	3015	88	3%	
Project Management	1627	47	3%	1676	49	3%	
Sustainable Agriculture	2146	63	3%	2211	64	3%	
Sustainable Waste Management	2865	n/a new to 17/18		2951	86	3%	
Therapeutic Recreation	1880	55	3%	1936	56	3%	
Wireless Information Networking	1700	50	3%	1750	51	3%	

Student Fees
(PER YEAR - Two semesters)
Proposal to come into Effect September 1, 2018

<u>International Fees</u>		<u>17/18 Fees</u>		<u>18/19 Fees</u>	
		Tuition	%increase	Tuition	%increase
1	Regular Programs - Diploma Regular Programs - Certificate GIS Programs Graphic Design Arboriculture	13155	3%	13550	3%
High Demand with added program costs:					
2	Applied Research Museum Management International Business Management Global Business Management Project Management Massage Therapy Biotechnology Forensics Sustainable Agriculture Therapeutic Recreation	14825	2%	15270	3%
3	Ecological Restoration Natural Resources Law Enforcement Outdoor Adventure Education Wireless Information Networking	15700	3%	16171	3%
4	Paramedic Pest Management Practical Nursing Computer Security and Investigation	15915	3%	16392	3%
5	Advance Water Operations Aquaculture Applied Planning - Environmental Sustainable Waste Management Blasting Techniques Environmental Visual Communication Heavy Equipment Operator	15900	0%	15900	0%
6	Pre-Service Fire Fighter Sustainable Build and Design Electrical Power Generation Motive Power Techniques - Heavy Equipment	18600	0%	18600	0%
Intern Fees/Special Placement or Project terms					
	Biotechnology Techn Forensic - 5th Semester work placement	2,600	4%	2,704	4%
	Therapeutic Recreation - workplacement	2,600	4%	2,704	4%
	All other program placement terms as applicable	2,600	4%	2,704	4%
	Wireless Info Networking - 4th Semester project term	3,600	6%	3,812	6%
English Language Bridge (Per semester)		5,100	6%	5,406	6%

BOARD REPORT

SUBJECT: Meal Allowances / Revision to College Policy #4-414 Travel & Related Expenses Submission to: Public Board Meeting Meeting Date: January 24, 2018 Requested Action: Decision / Approval	Agenda Item 5.3
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CONTEXT / PURPOSE

A report seeking approval of a revision to a current College policy on travel and related expenses.

BACKGROUND

As a designated Broader Public Sector (BPS) organization, the College must comply with the BPS Expenses Directive which includes a requirement to establish rules applicable for all individuals in the organization with respect to travel, meal and hospitality expenses. The BPS Expenses Directive was revised in 2017 which in turn led to the College reviewing and updating its rules accordingly.

The current Policy document includes the Fleming College Expenses Directive as an attachment, essentially embedding procedure in policy. Over the past several years, the College has been endeavoring to separate policy from operating procedure.

It also provides the opportunity to revise the title of both the policy and its related procedure as the content speaks to both travel and expenses in general.

Attachments:

- College Policy #4-414, *Travel and Other Expenses*
- For information, Administrative Operating Procedure OP 4-414, *Travel and Other Expenses*

Both documents use strikethrough to identify removed text and red font to identify new or revised content

ANALYSIS / PROPOSED OPTIONS

The BPS Expenses Directive was revised in 2017 and now provides the opportunity for the College to implement **meal allowances**. Currently, meal expenses are reimbursed only if supported by original itemized receipts. The total annual amount of meal expenses at the College is quite low, at approximately \$15,000, and the current processes to account for these transactions (with receipts) are disproportionately labour intensive for such a small amount.

A meal allowance is a set amount per meal (breakfast, lunch and dinner) to be reimbursed to employees when they are on travel status; receipts are not required to be submitted. The federal government has operated on this basis for years; however, this is a new option for the Ontario government and its BPS entities.

After considerable analysis and benchmarking, the Finance Team recommended to the Executive Leaders Team (ELT) that the College implement meal allowances; the amounts proposed were Breakfast \$13.00, Lunch \$17.00 and Dinner \$30.00 (daily total \$60.00) which is comparable to meal allowances at other Ontario colleges. ELT supported this recommendation.

Revisions to the policy are minor, primarily to remove the Expenses Directive from the policy document into procedure and then to implement meal allowances.

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
The College's expenditures on meals during travel may increase without a requirement for itemized receipts.	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: Given the College's total annual meal expenditures are currently only \$15,000 this is deemed a very low and immaterial risk. The rates being recommended for the meal allowance are also lower than the current rates with receipts, but are in line with actual historical average meal expenditures.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College endorse implementation of meal allowances commencing April 1, 2018 AND approve revised College Policy #4-414, *Travel and Other Expenses*.

AUTHORED BY: Office of the Vice-President Finance and Administration; Manager Accounting Operations.

COLLEGE POLICY

Policy Title:	Travel and Related Other Expenses
Policy ID:	#4-414
Manual Classification:	Finance and Administration
Approved by Board of Governors:	<i>Original:</i> March 8, 1995
Revision Date(s):	June 29, 2005; May 25, 2011; Scheduled January 24, 2018
Effective Date:	April 1, 2018
Next Policy Review Date:	2020
Administrative Contact for Policy Interpretation:	Vice-President Finance and Administration
Linked to an Operating Procedure:	#OP 4-414, <i>Travel and Other Expenses</i>

Policy Statement

This policy is intended to ensure compliancy with Ministry expense directives and the College's integrity with regard to the spending of public funds.

Purpose

The purpose of this policy is to:

- set out rules and principles for the Reimbursement of travel, meals, hospitality and other expenses to ensure fair and reasonable practices;
- provide a framework of accountability and transparency to guide the effective oversight of public funds in the Reimbursement of expenses that support College objectives; and
- ensure that Fleming College complies with the Broader Public Sector Expenses Directive.

Scope

This policy applies to all College employees, Board members, appointees, volunteers, consultants and contractors engaged by the College.

Definitions/Acronyms

Reimbursement: Includes employee expense statements as well as College credit card statements.

General Principles

1. ~~Sir Sandford Fleming~~ The College recognizes that all employees, board members and appointees should be reimbursed for appropriate travel and related expenses.
2. The College will adhere to all Ministry expense directives.
3. Specific procedures shall be developed in order to ensure prompt and accurate payment and to maintain financial control and record of such disbursements.
4. **The President has the authority to establish additional rules regarding expenses and may modify the rules or level of approval upward to a more senior level.**

Related Documents

- Broader Public Sector Expenses Directive
- Administrative Operating Procedure #OP 4-414, *Travel and Other Expenses*
- Board Procedure #BP-002, *Expenses Regarding Governor Travel*

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
Policy created	March 1995	• Board approval of policy (Resolution BoG March 8-1995 #7)
Changes to flat rates on expense forms, resulting in revision to policy	June 2005	• Summer recess, processed via the Board Exec. (Resolution Exec June 29-2005 #4) (Resolution BoG Sept28-2005 #11)
Revisions to College Expenses Directive required to comply with Broader Public Service Expenses Directive	March–May 2011	College Expenses Directive was linked as an attachment to this policy • Board approval of policy (Resolution BoG May 25-2011 #3)
College Expenses Directive – an element of the policy – was reviewed and revised	March 2013	No change to the policy, only the Directive • Board approval of Directive (Resolution BoG March 27-2013 #4)
Updated format (separation of Directive from policy)	June-December 2017	• Board approval of policy ()

ADMINISTRATIVE OPERATING PROCEDURE

Procedure Title: Travel and Other Expenses	
Procedure ID:	#OP 4-414
Approved by Executive Leaders Team:	<i>Original:</i> April 2011
Revision Date(s):	April 1, 2013; Scheduled January 24, 2018
Effective Date:	April 1, 2018
Next Review Date:	Scheduled for 2020
Monitoring Responsibility:	Vice-President Finance and Administration
Linked to a College Policy:	# 4-414, <i>Travel and Other Expenses</i>

Policy Statement

The College Policy and this Procedure are intended to ensure compliance with Ministry expense directives and the College's integrity with regard to the spending of public funds.

Definitions/Acronyms

Approver: An administrative position which has been delegated authority for approval of financial transactions for a College Department(s).

ELT member: The College's Senior Leaders as it pertains to this Procedure.

Reimbursement: Includes employee expense statements as well as College credit card statements.

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Operating Procedure

1.0 GENERAL

The purpose of this Directive Procedure is to:

- set out rules and principles for the Reimbursement of travel, meals, hospitality and other expenses to ensure fair and reasonable practices;
- provide a framework of accountability and transparency to guide the effective oversight of public funds in the Reimbursement of expenses that support College objectives; and
- ensure that Fleming College complies with the Broader Public Sector Expenses Directive.

The expense rules apply to any individual in the College making an expense claim, including the following:

- appointees,
- board members,
- volunteers,
- employees, and
- consultants and contractors engaged by the College, providing consulting or other services.

In addition, every funding agreement between the College and a ministry or agency of the Government of Ontario or any other funding agency is deemed to include the requirements of this Directive Procedure. This Directive Procedure prevails over any relevant terms of an agreement if there is any conflict or inconsistency between them.

Alcohol cannot be claimed and will not be Reimbursed as part of a travel or meal expense. For rules regarding Reimbursement for the service of alcohol as part of a hospitality event see section 7.0.

College funds spent on food services being served at all College sites, must be arranged through the College food service provider as they are the exclusive provider on campus. Culinary School events and food served in Fulford's space prepared by the Culinary School are the only two exceptions.

The College reserves the right to refuse, in whole or in part, Reimbursement of expenses.

Expenses for a group can only be claimed by the most senior person present –expenses cannot be claimed by an individual that are incurred by his/her Approver (e.g., a supervisor/manager cannot submit his/her Director's claim for lunch even if they were at the same event).

Should any individual fail to adhere to the expense rules, the following will occur:

- the supervisor will upon notification of failure to adhere take appropriate corrective action,
- if necessary a written notification from Finance will be issued to the employee and their supervisor and/or other appropriate management levels,

- the employees College credit card may be zero balanced and possibly suspended, and their authorization to travel will be reviewed, and
- the employee may be subject to disciplinary action.

This ~~directive~~ Procedure does not prevail over a collective agreement between the College and a bargaining agent representing employees of the College.

This ~~Directive~~ Procedure is posted on the College's website so it is available to the public. Frequently Asked Questions can be found at <https://mycampus.flemingc.on.ca/group/mycampus/staff-resources>

2.0 ACCOUNTABILITY FRAMEWORK

The President has the authority to establish additional rules regarding expenses and may modify the rules or level of approval upward to a more senior level.

This ~~policy~~ Procedure is based on the following key principles:

Accountability: The College is accountable for public funds used to Reimburse travel, meals, hospitality and other expense. All expenses must support business objectives. Since expense accounts can become matters of public record through audit or other means, expenses must be, incurred and claimed in a manner that is publicly defensible and will not harm the College's reputation as a good manager of its resources.

Transparency: The College is transparent to all stakeholders. The rules for incurring and Reimbursing travel, meals, hospitality and other expenses are clear, easily understood, and available to the public.

Value for Money: College dollars are used prudently and responsibly. Plans for travel, meals, hospitality and other expenses are necessary and economical with due regard for health and safety and efficiency of operations.

Fairness: Legitimate authorized expenses incurred during the course of the business of the College are Reimbursed.

3.0 ROLES AND RESPONSIBILITIES

Individuals making claims must:

- comply with the principles and spirit of this ~~directive~~ Procedure
- obtain appropriate approval from their supervisor/manager (or as otherwise indicated) before incurring expenses;
- submit original, itemized receipts with all claims, **except where meal allowances are used (see Section 6.0)**, credit card slips are not sufficient;
- clearly document the description and purpose of the expenses submitted;
- submit claims by the end of the month following the ~~quarter~~ **month** in which the expense was incurred;
- if the information above is not available or is not possible, submit a written explanation with the claim to provide the Approver with adequate information for decision-making;
- repay any overpayments – it is considered a debt owing to the College;

- if leaving employment with the College, submit any claims before leaving.

Individuals approving claims must:

- exercise managerial discretion judiciously;
- ensure they have personally gathered sufficient information to determine that the expenses were incurred on College business prior to signing to approve expenses and understand they cannot delegate their accountability to another staff member
- ensure staff are aware of the requirements of this **Directive Procedure**;
- take appropriate action in the case of non-compliance;
- provide approval only for expenses that were necessarily incurred in the performance of College business;
- provide approval only for claims that include all appropriate documentation (e.g., original itemized receipts and the purpose of the expenses submitted, etc.);
- not approve their own expenses.

Good record-keeping practices must be maintained in Finance for verification and audit purposes. Finance is required to review and request additional information for any expense submitted, where appropriate documentation does not appear reasonable, etc. Claims submitted to Finance without appropriate documentation will be returned to the Approver.

Electronic approval is considered written approval for the purposes of this **Directive Procedure** as long as the Approver has sufficient information to make an informed decision. Individuals are responsible for maintaining records of their own claims.

4.0 MANAGERIAL DISCRETION

For the purpose of this **Directive Procedure**, managerial discretion is the administrative authority to make decisions and choices with some degree of flexibility, while maintaining compliance with this **Directive Procedure** and the rules. All decisions made under the expense rules should be made very carefully.

Approvers are accountable for their decisions, which must be:

- subject to good judgment and knowledge of the situation;
- exercised in appropriate circumstances; and
- in compliance with this **Directive Procedure**.

When a situation arises and discretion needs to be exercised, Approvers should consider whether the request is:

- able to stand up to scrutiny by the auditors and members of the public;
- properly explained and documented;
- fair and equitable;
- reasonable;
- appropriate.

It is the responsibility of both the Approver and the individual to work out appropriate arrangements which would meet the test of being fair and equitable.

Where an Approver exercises discretion in making an exception, in order to ensure a proper record for audit purposes, the rationale must be documented **and approved by the approver's immediate supervisor.**

5.0 TRAVEL

For the purpose of this **Directive Procedure**, travel does not refer to a person's regular commute to work – expenses related to a person's regular commute are not reimbursable.

When planning any travel, consider business continuity (e.g., deciding whether senior management or people with specialized knowledge or expertise should travel together).

The method of travel selected should be the most practical and economical way to travel, consider using audio or video conferencing whenever possible, as an alternative to travel.

Economy (coach) class is the standard travel option. Travel in business class must have prior approval by the President, and may be considered in the following circumstances:

- choosing a travel time that allows you to reduce expenditures on meals or accommodation; or
- on international flights.

All travel requires at least prior verbal approval (travel outside of Ontario requires prior written approval). The exception to this is regular recurring travel included in the approved budget, which is considered prior approval

The following chart identifies the level for approvals for travel:

Role	Travel within Ontario	Travel within North America	Travel outside North America
Employee	Manager/Supervisor	ELT member	President
President	Not required	Not required	Board of Governors

International Travel

If travelling internationally (outside North America), in addition to the obligations set out elsewhere in this **Directive Procedure**, the following rules apply.

Requests for international travel must include:

- acknowledgement that all appropriate approvals are in place;
- written rationale demonstrating critical value of travel for College priorities and interests, and details how the travel will produce a benefit for the College;
- documentation showing detailed itemization of anticipated expenses (note that the lowest cost and most reasonable method of travel must be used);
- Request for Approval for International Travel form (can be found on the portal under Financial Forms & Guidelines <https://mycampus.flemingc.on.ca/group/mycampus/staff-resources>).

Vehicle

When road transportation is the most practical, economical way to travel, the order of preference is:

- College vehicle;
- rental vehicle;
- personal vehicle, if it is more economical than a rental vehicle.

Rental Vehicle

When renting a vehicle, a compact model or its equivalent is required. Any exceptions must be:

- documented and approved prior to the rental if possible; and
- guided by the principle that the rental vehicle is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) considerations.

The Collision Damage Waiver insurance option offered through the car rental company, which the College has an agreement with, must be selected.

Luxury and sports vehicles are prohibited.

To avoid higher gasoline charges, refuel your rental car before returning it.

The website link for the car rental company which the College has an agreement with can be found on the portal under Financial Forms & Guidelines at <https://mycampus.flemingc.on.ca/group/mycampus/staff-resources>.

Personal Vehicle

If you will be driving more than 200 kilometres in a day, you should consider using a rental vehicle.

If you are going to drive your personal vehicle for more than five days within a single calendar month – even if you are not exceeding 200 kilometres in a single day – you should consider lower cost options, such as vehicle rental.

The Approver must make a decision on the type of vehicle used for travel (personal or rental) based on the frequency of travel as well as the distance per trip.

If you use your personal vehicle while on College business, the following apply.

- The vehicle must be insured at the vehicle owner's expense for personal motor vehicle liability and the policy must have a limit of Third Party Liability not less than \$1,000,000.
- It is the driver/owner's responsibility to ensure that the motor vehicle insurance includes coverage for business use of the vehicle.
- The College will not Reimburse the costs of insurance coverage for business use, physical damage or liability.
- The College is not responsible for Reimbursing deductible amounts related to insurance coverage.

- In the event of an accident, you will not be permitted to make a claim to the College for any resulting damages.
- The College assumes no financial responsibility for personal vehicles

Car pooling is recommended for multiple people attending the same meeting/function (business continuity is to be considered as per section 3.0 - Travel).

Reimbursement and Rates

Rates are based on kilometres (KM) accumulated from April 1 of each year (fiscal year).

Rates are established in collective agreements, for individuals outside a collective agreement the rates in this ~~Directive~~ Procedure apply.

Reimbursement will occur for the lessor of the actual KM's travelled to/from the destination and the KM's which would have been travelled had the individual left from or returned to their Fleming home campus. ~~the actual kilometres travelled when calculating kilometre distances~~
The starting point, destination and purpose of the trip are to be clearly documented.

Total Kilometres Driven per fiscal year	Southern Ontario (\$ per KM)	Northern Ontario (\$ per KM)
0 – 4,000 km	0.40	0.41
4,001 – 10,700 km	0.35	0.36
10,701 – 24,000 km	0.29	0.30
More than 24,000 km	0.24	0.25

Reimbursement rates for personal vehicles driven outside Ontario will be at the rates for Southern Ontario.

A description of the boundary between Northern and Southern Ontario can be found in the collective agreements.

Parking and Tolls

Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries and highways, when driving on College business.

There is no Reimbursement for traffic or parking violations.

Accommodation

There will be no Reimbursement for hotel suites, executive floors or concierge levels when traveling. No Reimbursement will occur for personal expenses such as movie or game rentals, bar services, spa services, etc.

Reimbursement ~~will~~ may be made for single accommodation in a standard room.

For extended stays at a single location, accommodation must be arranged with prior approval. This will take advantage of lower weekly or monthly rates.

Penalties incurred for non-cancellation of guaranteed hotel reservations are the individual's responsibility and may be Reimbursed only in an exceptional circumstance.

Private stays with friends or family are acceptable, and a cash payment or gift may be provided to the friends or family:

- A maximum of \$30 per night is allowed for accommodation including any meals with friends or family, in lieu of commercial accommodation. Instead of a receipt, you must submit a written explanation describing the purpose of the trip, identifying the host and the number of days you stayed.
- The \$30 value may be given in the form of a small gift (which must be accompanied by a receipt) or by cash.

Passports, Visas and Immunization

You may be Reimbursed for:

- the cost of a passport if you are traveling to the United States;
- the cost of a passport and/or visa, plus the cost of immunizations and medications if necessary, for international travel.

Tips/Gratuities

You may be Reimbursed for reasonable gratuities for porter, hotel room services, and taxis. Keep a record of gratuities paid.

Examples of reasonable amounts for gratuities include:

- 10%-15% on a restaurant meal;
- 10% on a taxi fare;
- \$2-\$5 for housekeeping (up to two nights in a hotel), up to \$10 for a longer stay;
- \$2-\$5 per bag for a porter.

Telecommunication

If you are away on College business, Reimbursement will be made for:

- reasonable, necessary personal calls home for each night away; and
- additional business expenses, such as:
 - business calls and facsimile transmissions;
 - emergency calls from air or rail phones;
 - internet connections and computer access charges.

6.0 MEALS

Alcohol cannot be claimed and will not be Reimbursed as part of a travel or meal expense.

~~Reasonable and appropriate meal expenses may be Reimbursed. You may incur a meal expense when you are on College business and you:~~

- ~~• are away from the office area (i.e., at least 24 km) over a normal meal period; or~~
- ~~• have prior approval for the expense with the purpose of the meeting documented (e.g., a business meeting within the office area that must occur over lunch or dinner).~~

~~Original, itemized receipts are required and Reimbursement must not exceed the actual amount spent or the meal rates. Reimbursement will not be provided for meals consumed at home or included in the cost of transportation, accommodation, seminars or conferences.~~

~~Meals must be purchased in order to be able to submit a claim for Reimbursement.~~

~~Meal Reimbursements/allowances relating to overtime hours worked are established in collective agreements, for individuals outside a collective agreement the Reimbursements/allowances will be consistent with collective agreements.~~

~~If you travel as a regular part of your job, your meals will not normally be Reimbursed unless you have obtained prior approval.~~

Meal Rates

~~Reimbursement for meal expenses incurred in Canada is subject to the maximum rates set out in the appendices of the Treasury Board of Canada Travel Directive, April 1, 2008, or successor directive, Appendix C – Modules 1, 2 and 3. These rates include taxes and gratuities. The rates are reviewed and modified regularly, therefore the applicable rates and their effective dates will be posted on the College website under Financial Forms & Guidelines under Expenses Directive – Meal Rates – Canada and USA at <https://mycampus.flemingc.on.ca/group/mycampus/staff-resources>~~

~~The rates are not an allowance. The individual must be on travel status over the meal period and submit an itemized receipt to submit a claim for Reimbursement.~~

~~When an individual is on travel status over more than one meal period in any one day, they may allocate the combined maximum rates. For example, if they begin travelling prior to lunch for the remainder of the day, the combined lunch and dinner rate is applicable and this now becomes the maximum rate for that specific day regardless of what is spent on each meal or if both lunch and dinner are eaten. The claimant is responsible for providing sufficient and appropriate documentation when this situation occurs.~~

~~For all occurrences where there are meals paid for others on the expense claim, the claimant is to clearly indicate on their itemized receipt or expense claim who they had the meal with and the circumstances surrounding the meal.~~

~~Reimbursement rates for meal expenses incurred in the United States of America are the same as the above maximum rates in Canada, however in US funds.~~

~~Reimbursement rates for meal expenses outside North America are as set out in the appendices of the Treasury Board of Canada Travel Directive, April 1, 2008, or successor directive.~~

~~You can find this document on the federal government website (http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/menu-travel-voyage-eng.asp). Appendix D – Allowances – Module 4 will provide the maximum rates in the funds identified for each country.~~

~~Reasonable and appropriate meal expenses may be Reimbursed. You may incur a meal expense when you are on College business and you:~~

- ~~• are away from the office area (i.e., at least 24 km) over a normal meal period; or~~

- have prior approval for the expense with the purpose of the meeting documented (e.g., a business meeting within the office area that must occur over lunch or dinner).

Meal expenses will be Reimbursed at the established meal Reimbursement rates, regardless of the actual meal costs. This is a **meal allowance**. Taxes and gratuities are included in the meal Reimbursement rates. Receipts are not required to be submitted with meal claims or retained.

Individuals must be on travel status over the meal period and meals must be purchased in order to be able to submit a claim for Reimbursement.

In limited and exceptional circumstances (e.g., health considerations; limited options available) where a meal expense is higher than the meal Reimbursement rate, the actual cost of the meal may be Reimbursed subject to managerial discretion. In these situations, the claim for meal Reimbursement must be accompanied by an original itemized receipt (a credit card slip is not sufficient), a written rationale for exceeding the meal allowance rate and approval from the approver's immediate supervisor.

Reimbursement will not be provided for meals consumed at home or included in the cost of transportation, accommodation, seminars or conferences.

Meal Reimbursements/allowances relating to overtime hours worked are established in collective agreements, for individuals outside a collective agreement the Reimbursements/allowances will be consistent with collective agreements.

If you travel as a regular part of your job, your meals will not normally be Reimbursed unless you have obtained prior approval.

If a meal is purchased with a College credit card, there will be no further Reimbursement (i.e. if a meal is purchased for an amount less than the meal Reimbursement rate there will be no further Reimbursement to the individual for the difference between the Reimbursement rate and the actual meal cost).

For all occurrences where there are meals paid for others on the expense claim, **meal allowances are not permitted and the claimant individual** submitting the claim for Reimbursement must provide the original itemized receipt and is to clearly indicate on the itemized receipt or expense claim who they had the meal with and the circumstances surrounding the meal.

If meals will be Reimbursed by a funding agency which prohibits meal allowances and requires original itemized receipts, actual meal costs are to be claimed up to a maximum of the meal allowance rate and individuals must provide the original itemized receipts when submitting the claim for Reimbursement.

Meal Rates in Canada

Reimbursement for meal expenses incurred in Canada are subject to the meal Reimbursement rates set out in the chart below. These rates are an allowance and include taxes and gratuities.

Meal Type	Meal Reimbursement Rate
Breakfast	\$13.00
Lunch	\$17.00
Dinner	\$30.00
Daily total	\$60.00

Meal Rates outside of Canada

Reimbursement rates for meal expenses incurred in the United States of America are the same as the above meal rates in Canada, however in US funds.

Meal expenses incurred outside of North America will be Reimbursed as set out in the appendices of the Treasury Board of Canada Travel Directive, April 1, 2008, or successor directive. This document can be found on the federal government website (http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/menu-travel-voyage-eng.asp). Appendix D - Allowances – Module 4 will provide the maximum rates in the funds identified for each country.

7.0 HOSPITALITY

Hospitality is the provision of food, beverage, accommodation, transportation and other amenities to people who are not engaged in work for the College, other designated Broader Public Sector organizations or any of the Ontario government ministries, agencies and public entities covered by the OPS Travel, Meal and Hospitality Expenses Directive (available on the Ministry of Government Services website).

Functions involving only people who work for the above noted organizations are not considered hospitality functions and cannot be Reimbursed. This means that hospitality may never be offered solely for the benefit of anyone covered by this **Directive Procedure**, or by the OPS Travel, Meal and Hospitality Expenses Directive. Examples of such expenses would be: office social events, retirement parties and holiday lunches.

Hospitality may be extended on behalf of the College when:

- providing people from national, international, or charitable organizations with an understanding or appreciation of the College and its objectives;
- conducting prestigious ceremonies for distinguished guests from the private sector;
- the business of the College includes hospitality functions; and
- other hospitality functions as approved by the President, providing they conform to the rules listed in this section of the **Directive Procedure**.

All hospitality requires at least prior verbal approval.

Hospitality may include the consumption of alcohol at a meal or a reception with invitees, but only when there is a business case and prior written approval. Alcohol should be provided in a responsible manner, e.g., food must always be served when alcohol is available. Preference should also be given to wine, beer and spirits produced in Ontario.

A “Hospitality Event Approval Form” must have prior written approval by the President for hospitality events where alcohol will be served (can be found on the portal under Financial Forms & Guidelines, <https://mycampus.flemingc.on.ca/group/mycampus/staff-resources>).

If the hospitality event is hosted by the President, the President must seek prior approval from the Chair of the Board.

Use a College facility for hospitality events if there is one available and appropriate (the College’s food service provider has exclusivity for all College functions). If a College facility is not available and another is chosen, the President must provide prior approval.

8.0 BUSINESS RELATED EVENTS/MEETINGS

Modest and reasonable expenses such as meals and/or refreshments which relate to business related events and meetings which extend over the normal meal hours will be Reimbursed. Meetings are to occur on College premises (the College’s food service provider has exclusivity for all College functions), if this is not possible due to a lack of availability an ELT member must provide prior approval to the meeting occurring off site (this would include off site retreats relating to team building, professional development, etc.).

Expenses such as meals and/or refreshments relating to events which are more social than business related will not be Reimbursed (examples include holiday lunches, retirement parties, etc.).

All individuals are to ensure that prior to an expense being incurred which would fall under “business related events and meetings” that they are confident that it will be able to stand up to scrutiny by auditors and members of the public and is therefore fair, reasonable and appropriate.

9.0 HOSTING OTHER INSTITUTIONS

The College may provide support including modest and reasonable meals and/or refreshments when hosting staff from other institutions, including colleges, universities and provincial ministries or agencies, during discussions or conferences on issues of mutual interest and/or cooperation that seek to further the College’s objectives. Such expenses must be approved by an ELT member.

10.0 EXPENSES FOR CONSULTANTS AND OTHER CONTRACTORS

In no circumstances can hospitality, incidental or food expenses be considered allowable expenses for consultants and contractors or in any contract between the College and a consultant or contractor.

See the Broader Public Sector Procurement Directive (http://www.fin.gov.on.ca/en/bpssupplychain/documents/bps_procurement_directive.html) for information about procurement and contracts. Reimbursement for allowable expenses can be claimed and Reimbursed only when the contract specifically provides for it.

11.0 STAFF RECOGNITION

Recognition of staff is an important and valuable component of the College meeting its objectives. As such, the following are acceptable and reimbursable expenses which are coordinated through the Human Resources department:

- Years of Service Awards
- Annual Fleming Awards
- Retirement Awards
- Special Events approved by the President

Food and non-alcoholic beverages up to \$200, purchased from the College food service provider, can be Reimbursed for retirement receptions held at the College.

There are no other recognition expenses outside of the above which are allowable for Reimbursement (examples include: individual recognition lunches/dinners, gift certificates/cards, staff celebrations, etc.).

In an effort to have consistency and equality College Wide it is strongly discouraged for leaders to pay out of pocket for departmental recognition expenses falling outside of the above allowable expenses (other than small token items).

12.0 GIFTS

No gifts are to be purchased for anyone covered by this ~~Directive~~ Procedure, or by the OPS Travel, Meal and Hospitality Expenses Directive.

Token gifts of appreciation, valued at up to \$30, may be extended to individuals not covered by this ~~Directive~~ Procedure, or by the OPS Travel, Meal and Hospitality Expenses Directive in recognition of support of the College's objectives. **Gifts valued over \$30 must be pre-approved by an ELT member.**

13.0 CHARITABLE DONATIONS

The College typically does not make charitable donations (see Policy #4-408). Where a gift to another nonprofit or charitable organization is deemed to assist in achieving the purposes of the College, the purpose must be documented and approved by the President or designate.

14.0 CHARITABLE EVENT SPONSORSHIP/PARTICIPATION

Permitted where it is deemed to assist in achieving the purposes of the College. The purpose must be documented and approved by the President or designate.

15.0 POLITICAL EVENTS

The College will not Reimburse the cost of attending political events such as fundraising dinners.

Related Documents

- Broader Public Sector Expenses Directive
- College Policy #4-414, *Travel and Other Expenses*

- Board Procedure #BP-002, *Expenses Regarding Governor Travel*

Appendices

N/A

History of Amendments/Reviews:

Section(s)	Date	Comments
Full document	April 2011	This was linked to the policy but issued as a separate document.
Changes recommended by Administration (via Board Finance & Property Committee) as outcome of regular review of the College Expenses Directive	March 2013	Adoption of meal expense Reimbursement framework included in the Treasury Board of Canada Travel Directive, for implementation April 1/13 • Board approval (Resolution BoG March 27-2013 #4)
Full document	December 2017	Adoption of meal allowances; document was classified / formatted as an Administrative Operating Procedure • ELT approval of operating procedure (December 5,2017)

BOARD REPORT

SUBJECT: New Program – Autism and Behavioural Science

Submission to: Public Board Meeting

Meeting Date: January 24, 2018

Requested Action: Decision / Approval

Agenda Item 5.4

CONTEXT / PURPOSE

A report to obtain approval to add an Ontario College Graduate Certificate to the School of Justice and Community Development program mix.

BACKGROUND

This program will be offered part-time and online through OntarioLearn. It will provide a professional development opportunity to Fleming Social Service Worker, Developmental Services Worker, Educational Support and Early Childhood Education program graduates as well as to alumni from other institutions across Canada.

Attachment:

- Comprehensive Program Proposal: Autism and Behavioural Science

ANALYSIS / PROPOSED OPTIONS

A graduate certificate in Autism and Behavioural Science will increase the employment opportunities and potential for career mobility for those working in this field. Since this is offered as a part-time program and online program, this provides a flexible pathway to ongoing career enhancement and increased specialization within this field.

This program relates to the following Academic and Business Plan objectives:

- Increase the number of flexible and efficient delivery options, including fully online, in order to meet the needs of diverse students and maximize use of resources.
- Provide clear and accessible pathways for students to help them achieve their personal and professional goals.
- Assess the OntarioLearn catalogue to determine opportunities for new certificate offerings.
- Through consultation with relevant industry and community partners, ensure graduate competencies, applied learning and work integrated learning opportunities align with the needs of employers and meet recognized standards.
- New program development will occur with analysis of the School program credential mix to ensure effective School program portfolio management.

Additionally, this program will increase (continuing education) offerings and enrolment within the School of Justice and Community Development, as per the current Strategic Mandate agreement and Strategic Plan, consistent with regional needs based on demographic trends.

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
Failure to provide proper placement supervision could negatively impact Fleming's reputation within this sector.	Low	Medium

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: Proper identification of qualified faculty for supervision, a carefully constructed agreement with placement sites, and careful management of the relationships with both students and placement agencies will mitigate this risk. Additionally, drawing on already developed College resources for placements will help to ensure the quality of the certificate.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Autism and Behavioural Science* Ontario College Graduate Certificate program, to be delivered part-time and online through OntarioLearn with an implementation date of May 2018, for submission to the Ministry of Advanced Education and Skills Development for funding approval

AUTHORED BY: Deborah Stanford, Manager Flexible Delivery & Contract Training

Comprehensive Program Proposal: Autism and Behavioural Science

Ontario College Graduate Certificate (Offered Online through OntarioLearn)

Program Description

Autism and Behavioural Science is proposed as an Ontario College graduate certificate program, offering learners expertise in the area of autism and behavioural science. The learning competencies from this program will prepare learners to work with both children and adults with autism spectrum disorder (ASD) in various contexts, including therapeutic, home and school environments. Graduates from this program will be competent to examine, apply, and evaluate current theories, practices and treatment methodologies in real life settings.

The curriculum emphasizes evidence – based practices in autism treatment and the characteristics of the full spectrum of ASD. The design and implementation of effective behavioural treatment strategies and procedures appropriate to the child and the situation are based on the principles of Applied Behavioural Analysis (ABA) and Intensive Behaviour Intervention (IBI). The foundations of ethical thinking, professional codes of ethics, and the different perspectives and rationale for ethical decision making within a behavioural framework are introduced.

Fleming will play the role of *registering* college for all of these existing OntarioLearn courses, except for the Field Placements and Behaviour Management and Crisis intervention, which we will *host* for those students wishing to complete the entire certificate through us.

Program Vocational Learning Outcomes

Upon successful completion of this certificate, graduates will reliably demonstrate the ability to:

1. Assess and analyze the characteristics, skills, and behaviour of individuals with ASD to effectively implement evidence-based behavioural interventions.
2. Design and implement effective behavioural intervention plans under appropriate supervision and based on the principles of Applied Behaviour Analysis (ABA).
3. Evaluate the effectiveness of behavioural intervention plans based on the principles of ABA.
4. Work collaboratively with families, teams, service providers, and the broader community to respond to the learning and behavioural needs of individuals with ASD.
5. Design, implement, and evaluate as part of a team, ABA based transition plans for individuals with ASD.
6. Comply with established ethical principles and professional guidelines.
7. Provide leadership in the promotion and provision of services to meet the needs of individuals with ASD and their families.

Program of Study an Overview

Si#	12 Mandatory courses including two field placements	Course Delivery Hrs.	Host College
1	Introduction to Applied Behaviour Analysis	60.0	Algonquin College
2	Introduction to Autism Spectrum Disorder (ASD)	45.0	Algonquin College
3	Working with Families and Teams	45.0	Algonquin College
4	Ethics and professionalism	45.0	Seneca College
5	Specialized Instructional Strategies	45.0	Seneca College
6	Treating Challenging Behaviours	45.0	Seneca College
7	Behavioural Skill Building	60.0	Algonquin College
8	Field Placement 1	140.0	Fleming College
9	Parent and staff Training	30.0	Seneca College
10	Transition Planning and Implementation	30.0	Seneca college
11	Behaviour Management and Crisis Intervention	45.0	Fleming College
12	Field Placement II	210.0	Fleming College

Admission Requirements

A related Ontario College Diploma, Ontario College Advanced Diploma, a university degree in a related field, or the equivalent

Recommended skills and pre-requisites

Basic computer skills are expected of all participants.

Non-academic Requirements

The program has some additional mandatory requirements which will include a criminal reference check, first aid, CPR-C, etc. Failure to provide any of the required Non-Academic Field Requirements by the specified due date will result in an inability to participate in the mandatory placement component of this Program.

Enrolment Analysis

Chart shows total enrolment, all colleges, for the core courses over the past two years.

	Sep-16	May-16	Jan-16	Sep-15	May-15	Jan-15
Intro to Applied Behaviour Analysis (AL)	50	38	55	61	49	54
Intro to Autism Spectrum Disorder (AL)	59	34	50	89	42	42
Working with Families and Teams (AL)	32	33	49	56	37	61
Ethics and Professionalism (SE)	31	37	56	48	40	52
Specialized Instructional Strategies (SE)	22	47	46	59	26	62
Treating Challenging Behaviours (SE)	50	36	51	55	28	56
Behavioural Skill Building (AL)	40	41	49	36	33	46
Parent and Staff Training (SE)	49	39	52	28	35	33
Transition Planning & Implementation (AL)	44	38	49	37	38	59
Behaviour Management & Crisis Intervention (SFC)	28	21	15	16	17	17

Source: Embanet

Revenue and Expenditures

Revenue and Expense for Autism and Behavioural Science Graduate Science					
From Ontario Learn - Effective September 2016					
	REVENUE		EXPENSE	NET REVENUE	% CONTRIBUTION
STUDENT REGISTRANT TYPE *See definition below*	Tuition/ Admin	Grant	Fleming as Registering College (not host)		
Student taking Ontario learn course for which Fleming is the registering College (not the host). For all Autism and Behavioural Science graduate Certificate courses excluding Behaviour Management & Crisis Intervention and field placement *Some courses in this series are 60 hours*	\$393.00	\$229.00	\$203.00	\$419.00	67%
Definitions: Host Colleges design, deliver, assign instructors and maintain the quality of the online courses and programs they claim. Registering Colleges qualify students to enroll in our online courses and programs, taking the lead on communications. Source: Ontario Learn, retrieved from : http://www.ontriolearn.com/about/;13/01/2017					

FIELD PLACEMENT COST

Income and expenditure: **Autism and Behavioral Science Graduate Science: Field Placement**

Field Placement	Total income for 10 students	One time expenditure for development/ modification	Liaison cost for every 10 student placement	Net income
FLPL 1-140 hrs.	\$ 12,232.0	\$ 2,100-/-	\$1,000.00	\$10,182.00
FLPL 2-210 hrs.	\$ 25,173.00		\$2,000.00	\$22,123.00

Income and expenditure: **Fleming hosted course Behavioural Management and Crisis Intervention**

INCOME/ enrollment/course/ student				Expenditure/enrollment/course			Net Revenue/enrollment/course	
Tuition/Admin Fee	Grant	Embanet fee	Total revenue	Faculty Cost	Embanet fee	Total Expenditure	Net Revenue	%contribution
\$323	\$229	\$70	\$622	48.02/hr @45hrs	\$91			
If the course exclusively scheduled for this certificate. For 10 enrollment								
\$3,230.00	\$2,290.00	\$700.00	\$6,220.00	\$2,160.90	\$910.00	\$3,070.90	\$ 3,149.10	49.3%

Competitive Analysis

Other Ontario Colleges offering the 11-12 mandatory Autism and Behavioural Science Graduate Certificate courses are as follows:

Algonquin	Conestoga	Seneca
Introduction to Applied Behaviour Analysis	Introduction to Applied Behaviour Analysis	Introduction to Applied Behaviour Analysis
Introduction to Autism Spectrum Disorder	Introduction to Autism Spectrum Disorder	Introduction to Autism Spectrum Disorder
Working with Families and Teams	Working with Families and Teams	Working with Families and Teams
Ethics and Professionalism	Ethics and Professionalism	Ethics and Professionalism
Specialized Instructional Strategies	Specialized Instructional Strategies	Specialized Instructional Strategies
Treating Challenging Behaviours	Treating Challenging Behaviours	Treating Challenging Behaviours
Behavioural Skill Building	Behavioural Skill Building	Behavioural Skill Building
Parent and Staff Training	Parent and Staff Training	Parent and Staff Training
Transition Planning and Implementation	Transition Planning and Implementation	Transition Planning and Implementation
Field Placement (2) (350 hours)	Field Placement (2)	Field Placement (2)
	Safety in the Workplace	Non-Violent Crisis Intervention

Support for the Program

- **Developmental Services Worker, Program Advisory Committee endorsement** (enclosed)
- **Educational Support, Program Advisory Committee endorsement** (enclosed)

Ontario College Credential Validation

- CVS accreditation application submitted for credential approval and approval awaited

Course Descriptions

Introduction to Applied Behaviour Analysis

This course introduces the student to the principles of applied behaviour analysis (ABA), which is the basis for Intensive Behavioural Interventions (IBI). In addition to basic terminology, students will learn when and how to use these techniques appropriately. Students will also learn how to access and interpret journal publications in the field of autism and applied behaviour analysis.

Introduction to Autism Spectrum Disorder (ASD)

Students will learn about the neurodevelopmental and behavioural aspects of people with Autism Spectrum Disorder, previously labelled as five different syndromes under the Autism Spectrum Disorder umbrella. Students will learn about the causes, symptoms, diagnostics tools, research-based interventions, and will cover Autism Spectrum Disorder from birth to adulthood.

Working with Families and Teams

This course presents the students with theories, terminology and applications underlying current approaches to teamwork and working with the families of children with Autism Spectrum Disorders. The focus will be on effective collaboration with a multi-disciplinary team, which is essential to successful intensive behavioural intervention. Students will develop the interpersonal, job-oriented skills necessary to problem-solve as team members in a flexible, empathetic, resourceful, and productive manner.

Ethics and Professionalism

This course will introduce the foundations of ethical thinking and will review the different perspectives and rationale for ethical decision-making within a behavioural framework. Students will be introduced to professional codes of ethics that are essential for ethical practice. They will learn how to think critically and apply general ethical principles to particular situations through the use of case studies, practice vignettes, structured exercises and group discussions.

Specialized Instructional Strategies

This course introduces the student to common evidence-based behavioural approaches applied in teaching individuals with autism new skills with an emphasis on strategies for teaching language, academic skills, activities of daily living, play skills, and social skills.

Topics will be approached by providing the student with an understanding of the terms used, a description of the teaching techniques characterized in each of the modules (where applicable) and a basic understanding of the conceptual elements motivating the approaches. Topics will include traditional discrete trial training protocols, protocols developed based on Skinner's analysis of Verbal Behaviour, Precision Teaching, Direct Instruction, Pivotal Response Training, Augmentative and Alternative Communication and Incidental and Natural Environment Teaching.

Treating Challenging Behaviours

The student will be introduced to a variety of procedures used to assess and treat challenging behaviours presented by individuals with autism / Autism Spectrum Disorder. The topics covered will include functional behavioural assessment and functional analysis and scientifically validated techniques for the treatment of challenging behaviours, e.g., stereotypy, pica, aggression, self-injury, etc. Emphases will be placed on ethical considerations such as the utilization of the least intrusive, least restrictive model and “effective treatment”. Techniques covered will include antecedent control strategies, schedules of reinforcement, extinction, differential reinforcement strategies, social stories, desensitization procedures, and decelerative procedures.

Behavioural Skill Building

This course presents students with theories, terminology, and applications underlying current approaches to teamwork and working with the families of children with Autism Spectrum Disorders. The focus is on effective collaboration with a multi-disciplinary team, which is essential to successful intensive behavioural intervention. Students develop the interpersonal, job-oriented skills necessary to problem-solve as team members in a flexible, empathetic, resourceful, and productive manner.

Parent and Staff Training

This course introduces the student to techniques for training others specifically to implement behaviour change plans (technology transfer). Students will learn and practice techniques for individual and group presentation formats for the training of families or professionals. Students will also learn how to maintain procedural integrity, use performance feedback, evaluate the effects of training, and understand the challenges that may impact before, during and after mediator training. Emphasis will be placed on in-class presentations and role-play practice.

Field Placement I

Field placement I will provide a practical opportunity to demonstrate some of the vocational outcomes of the program. The placement will consist of 140 hours of participation in an ABA/IBI program for individuals with ASD. The student will develop technical skills through application of their knowledge gained in the prerequisite courses. Students will also have the opportunity to observe and practice the ethical application of behavioural principles / techniques.

PRE-REQUISITE(S): Introduction to Applied Behaviour Analysis, Introduction to Autism Spectrum Disorder, Ethics and Professionalism, NARS and NVCI.

Transition Planning and Implementation

This course will prepare the student for assisting in planning and mediating transitions for children with ASD within and across home, school and community settings. Topics will include models for effective transition planning, assessment and evaluation; understanding differing perspectives on transitions within and across environments; developing collaboration and relationship with parents and professionals; understanding transition practices and relevant legislation; and practice in the use of transition assessment and evaluation tools.

Behaviour Management & Crisis Intervention

Become confident using effective conflict management and communication strategies in an interactive setting. Best practices in care-giving situations will be studied along with the impact of personal values, institutional settings, and other factors of dysfunctional behaviour. Self-care and self-evaluation of the care-giver will also be emphasized.

Field Placement II

Field Placement II will provide a practical opportunity to demonstrate some of the vocational outcomes of the program. Students will further develop their technical skills through application of their knowledge gained in the prerequisite and corequisite courses. In addition to developing and implementing treatment plans, students will use a guided observation to identify behavioural practices and their effectiveness. Students will continue to have the opportunity to observe and practice the ethical application of behavioural principles / techniques.

PRE-REQUISITE(S): NARS, NVCI, Field Placement 1, Introduction to Applied Behaviour Analysis, Introduction to Autism Spectrum Disorder, Treating Challenging Behaviours, Working with Families and Teams, Ethics and Professionalism, Behavioural Skill Building, Specialized instructional Strategies, Parent and Staff Training, Transition Planning and Implementation, Behavioural Management and Crisis Intervention.

Program Advisory Committee Meeting Minutes

Program Name: EDUCATIONAL SUPPORT

Meeting Date: Mar.-30-17 Time: 9:00 AM / Location: 599 Brealey Drive, Peterborough, ON K9J 7B1

Attendees: See attached checklist.

Recorder: Kimberley Payne

Agenda Items

1) Call to Order—Welcome and Chair Remarks – Anne Parco

The Chair called the meeting to order at 9:04 AM.

Carol Kelsey, Dean of the School of Justice & Community Development, addressed the group with an opening statement to acknowledge our collective responsibility to pay respect and recognize the land Fleming is situated on as traditional Mississauga Territory.

The Chair welcomed committee members to the meeting and members introduced themselves.

2) Conflict of Interest

No conflict of interest declared.

3) Approval of Agenda

Follow up Required/Motion:

Moved and seconded by Wilma Lynch and Heather Thompson that the agenda be APPROVED, as circulated. CARRIED

4) Approval of Minutes from Previous Meeting

Pg. 4. Kawartha Pine Ridge District School Board uses NVCI. All other boards offer BMS.

Follow up Required/Motion:

Moved and seconded by Jayne Asselin and Tracy Macdonald that the minutes be APPROVED, with the correction on page 4. CARRIED

5) Business Arising from Minutes

No new business outside of today's agenda.

6) Business Sector/Industry Input and Trends

The following four questions were pre-circulated to all committee members and discussed in the meeting:

1. What are new trends in the workplace?
 - Changes in autism services in Ontario. There's a greater emphasis in supporting Applied Behavioural Analysis (ABA).
 - Fostering student independence.
 - Wellness and mental health promotion.
 - The Educational Support worker is a safe and caring adult for all students.

- Focusing on collaborative partnerships. Using Prevent-Teach-Reinforce (PTR) model to promote this.
 - Ensuring public confidence, confidentiality, and positive communications within the community.
 - Following Discovery 2020 Strategic Plan.
 - Promoting mentally healthy schools; Zones of Regulation and Kids Have Stress Too.
 - Reinforcing Picture Exchange Communication (PEC).
 - Public Health Nurses have mandate to help schools more i.e. Healthy Pals.
 - Hiring is a challenge as the Educational Support position does not pay well.
 - Many staff are getting hurt. This is hard on them. Increased absenteeism due to mental health needs.
 - Every Board is struggling with staffing due to absenteeism.
 - Principals and VPs receive compassion fatigue training to recognize needs.
 - 80% of supply staff hires are put into long term occasional (LTO) positions within a few months.
 - Increased wellness training and other professional development around staff mental health.
 - EAs are asked to report any aggressive behaviour on tracking sheets.
 - Trending toward different work for EA's exclusively supporting students with autism, behaviour, or are medically fragile. This means that support staff are not able to use broad based teaching skills as much. Not as many opportunities to teach to exceptionalities.
 - Managing critical behaviours.
 - Relationship based behaviour; correcting vs. directing vs. connecting.
 - Offering meditation instead of detention for students to learn how to self-regulate. Binging it into the classroom helps them focus. 5-minute body breaks are beneficial as well.
2. As someone who employs our graduates, what do we need to improve on to make sure our graduates are job ready and stand out?
- Knowledge of Ministry exceptionalities because they are ever-changing.
 - Principles and strategies of ABA, and principles and strategies of self-regulation.
 - Experience with autism and behaviours in both elementary and secondary schools.
 - Preparation and implementation of safety plans.
 - Fleming students are impressive but can be shell shocked by behaviours at primary level.
 - Compassion fatigue training is important.
 - Communication/collaboration is important and sharing information for benefit of child.
3. Describe the level of technology expertise you expect from our graduates.
- Basic knowledge of assistive technology i.e. text-to-speech, speech-to-text, augmentative devices.
 - Fleming DSW and PTA and OTA programs offer courses on augmentative devices. **Fleming will promote collaboration to address this.**
 - **Wilma Lynch offered to have IT tech from Trillium Lakelands District School Board come in to present to students.**
 - Personal Protective Equipment (PPE)
4. Identify any key regional issues that impact or may impact the program.
- Boards are interviewing DSWs to fill Educational Support staff roles because there are not enough to cover the positions.
 - Increase of English as Second Language (ESL) students in schools. Dealing with language barriers, trauma, and differences in culture.

7) Program Update: Coordinator's Report

The Coordinator's report was pre-circulated to all committee members and Tracy Macdonald highlighted key points.

A big thank you to Jayne Asselin who announced her retirement. She will be leaving "big shoes to be filled".

8) Student Report

Marcy Hie and Jordan Abrams are students representing their classmates. They shared what students felt is good about the program:

- The variety of courses and material helps in the field.
- Jayne Asselin has been a fount of knowledge, supportive, and always available.

Areas of improvement:

- As the emphasis in schools is now more on behaviour and less on academic support, it was suggested that less class hours be devoted to Math and English.
- An additional placement working in primary (kindergarten) would be appreciated.
- Move the placement earlier in curriculum so students have more opportunity to switch over into CYC or ECE programs if ED is really not for them.
- Ideally the 5-day placement be a paid placement. This would be an enticement to increase enrollment.
- Would like speakers to present on ABA and Intensive Behavioural Intervention (IBI).
- Offer courses like Target Word™ and More than Words.
- Sign language should be a mandatory course within the curriculum.
- Integrate suicide intervention (ASIST) in the program.
- Teach resume building specific to the Educational Support program and Board needs.
- Both the program and the college should reflect proper current language.

9) Lifelong Learning Division

Saji Mon outlined the availability of con-ed courses such as ASIST and Children's Mental Health.

Saji pre-circulated a proposal for a fully online post graduate certificate in Autism and Behavioural Science.

Follow up Required/Motion:

Moved and seconded by Anne Parco and Wilma Lynch that the Certificate be ENDORSED as circulated. CARRIED

10) Career Services

Lou Anne thanked the group for the rich discussion on technical and soft skills.

12) College Update: Dean's Report

The Dean's report was pre-circulated to all committee members and Carol Kelsey reviewed the highlights.

13) Next Meeting and Adjournment

Next Meeting Date: Mar.-29-18 from 9:00 a.m. to 11:00 a.m.

Anne Parco accepted the role of Chair for the next meeting.

Program Advisory Committee Meeting Minutes

Program Name: DEVELOPMENTAL SERVICES WORKER

Meeting Date: Mar.-31-17 Time: 9:30 AM / Location: 599 Brealey Drive, Peterborough, ON K9J 7B1

Attendees: See attached checklist.

Recorder: Kimberley Payne

Agenda Items

1) Call to Order—Welcome and Chair Remarks – Rosemary Kitney

The Chair called the meeting to order at 9:40 AM.

Carol Kelsey, Dean of the School of Justice & Community Development, addressed the group with an opening statement to acknowledge our collective responsibility to pay respect and recognize the land Fleming is situated on as traditional Mississauga Territory.

The Chair welcomed committee members to the meeting and members introduced themselves.

2) Conflict of Interest

No conflict of interest declared.

3) Approval of Agenda

Follow up Required/Motion:

Moved and seconded by Merla McGill and Sarah Bass that the agenda be APPROVED, as circulated. CARRIED

4) Approval of Minutes from Previous Meeting

Follow up Required/Motion:

Moved and seconded by Merla McGill and Jason King that the minutes be APPROVED, as circulated. CARRIED

5) Business Arising from Minutes

No new business outside of today's agenda.

6) Business Sector/Industry Input and Trends

The following four questions were pre-circulated to all committee members and discussed in the meeting:

1. What are new trends in the workplace?
 - The Ministry has displayed commitment to make sure all programs of a sheltered nature are closed down. It's a challenge to transition away from sheltered workshops. It's hard to convince employers that people have all the necessary skills.
 - Trend towards coming up with innovative ways to do things. Agencies need to get creative.

- Accessibility from Ontarians with Disabilities (AODA) is focusing on employment for people with disabilities. The problem is education with AODA compliance, especially with small business.
 - The Ministry of Community and Social Services (MCSS) is pushing towards accessible workplaces and people getting competitively paid employment.
 - People on Ontario Disability Support Program (ODSP) are desperately afraid of working because of what it may do their income supports. However, the system has changed and they are trying to dispel this myth; it is worth their effort to find work.
 - The Provincial budget is making it a lot easier to remove barriers and bureaucracy from ODSP. They're making it more practical and easier to access. They are removing the re-justification to reapply after age 18.
 - Situation tables are highly beneficial.
2. As someone who employs our graduates, what do we need to improve on to make sure our graduates are job ready and stand out?
- Students need to be resourceful on how to implement grant proposals in a very short time.
 - The Time In My Shoes (TIMS) program gives a real idea to work with persons with disability. It's an experiential piece and offers fundamental knowledge, not just theory. **Ann will partner with Jason King to bring the program to DSW students.**
 - Job experience shows employability and transferable skills like customer service and conflict resolution skills.
 - Volunteer experience speaks to their character and level of maturity.
 - Provide courses on Fetal Alcohol Spectrum Disorder (FASD).
 - Have an exposure to Developmental Services Ontario (DSO) Human Resource (HR) Strategy and a knowledge and understanding of the tools that were developed as a result.
 - Creative use of technology; thinking outside of the box. **PAC members will offer scenarios to Ann for students to creatively come up with solutions.**
3. Describe the level of technology expertise you expect from our graduates.
- G-license. It's a requirement for employment at Christian Horizons and some other agencies.
 - Assume most students know technology because it's part of their lives growing up.
 - Accessibility technology and familiarity with new technologies. i.e. Job Access With Speech (JAWS) software, Boogie board (LCD eWriter tablet), and iPad Pro Apps.
 - Awareness of where to go for funding for accessible technology.
4. Identify any key regional issues that impact or may impact the program.
- Community Living Kawartha Lakes name will change to Community Living Trent Highlands as of April 1, 2017. There will be no job loss and no change in services for people they support.
 - The Community Integration Through Cooperative Education (CICE) program at Fleming has had the highest enrollment numbers in history with a wait list. They are pleased with the partnership with the DSW program.
 - The Access Awareness and Education Committee is looking for nominations for Accessibility Champions.
 - The TIMS program received a grant to bring the program into schools. TIMS worked with the Recreation and Leisure Services (RLS) program at Fleming in March.

- Christian Horizons has been approved for grant funding for summer students. Many summer jobs lead to part-time/casual work in a variety of positions (i.e. support/admin/theatre).
- Peterborough Communication Support Systems was approved for a grant from the Employment and Modernization Fund to identify barriers to achieving Ministry directives.
- As of April 1, 2017, the CNIB's core services will be fully supported by the Ministry of Health. They no longer will need to raise funds to provide these services.
- The Community Opportunity and Innovation Network (COIN) closed down.
- Transportation in Peterborough area is a difficult barrier to overcome.
- Precarious employment. Job market in Peterborough is saturated. Students need to look for jobs outside the area.

7) Program Update: Coordinator's Report

The Coordinator's report was pre-circulated to all committee members and Ann Hines highlighted key points. The program review will start in May 2018.

8) Student Report

Jessica Wilson and Stephanie Govan are students representing their classmates. They shared what students felt is good about the program:

- Overall good experience
- Everyone liked the many guest speakers
- Professors are excellent and good with students
- CICE student partnership is really good
- Like the group work

Areas of improvement:

- It feels like a heavy course load for 2 years. Suggest that a 3-year program would be better
- Some courses overlap and could be combined, while some assignments could be spread out more over the semester

9) Lifelong Learning Division

Saji Mon outlined the availability of Con-Ed to create courses such as Autism Assistive Dogs and FASD. Discussion included how courses or certificates that teach about Autism Spectrum Disorders and Fetal Alcohol Spectrum Disorders would benefit from an inter professional learning approach that involved students in the justice, health, and community development programs. There was some support for both of these options from people at the meeting. **Saji will send out an email to PAC members for input.**

Saji pre-circulated a proposal for a fully online post graduate certificate in Autism and Behavioural Science.

Follow up Required/Motion:

Moved and seconded by Sarah Bass and Jason King that the Certificate be ENDORSED as circulated. CARRIED

10) Career Services

Lou Anne Hanes asked committee members for warnings they would give to students considering taking a job in a private home:

- Do not go unsupported. Use existing systems to get on a registry to have the backing of an organized system.
- Keep a transparent relationship. Students may want to screen family. Use Respiteservices.com
- Be cognizant of responsibilities and duties to inform. Be aware of what liabilities you are assuming.
- Need First Aid, CPR and NVCII training.

Lou Anne asked committee members how they would view potential employees who had first worked in a private home:

- Think positively of candidates. Experience can show conflict resolution and critical thinking skills.
- Candidates can show how they applied all the principles of learning.
- Testimonials and references from the family are important.

12) College Update: Dean's Report

The Dean's report was pre-circulated to all committee members and Carol reviewed the highlights.

13) Next Meeting and Adjournment

Next Meeting Date: Mar.-22-18 9:30-11:30 a.m.

Jason King accepted the role of Chair for the next meeting.

BOARD REPORT

SUBJECT: Interim Report – Collective Bargaining
Submission to: Public Board Meeting
Meeting Date: January 24, 2018
Requested Action: For Information

Agenda Item 6.3

CONTEXT / BACKGROUND

Throughout 2017-2018, one of the College's objectives and a priority for the President is addressing issues associated with collective bargaining and the strike of 2017. Essentially these issues fall into three groups: impact on students and recovery from the strike; re-establishing relationships following a five-week labour disruptions; and addressing the fundamental issues that lead to a breakdown at the negotiating table and a failure to reach a negotiated settlement.

It will take some months to gain perspective on issues and efforts to respond to these matters. However, given that a lengthy strike inevitably has significant impact on the College and its employees and students, it is important to provide an interim report on progress to date. This Report is based on consultations with leaders, union local leaders, and the President's Advisory Council.

ANALYSIS / PROPOSED OPTIONS

Following the faculty return to work, semester completion plans were put in place through the particular efforts of Deans, Chairs and faculty. From many perspectives, it is clear that those efforts were successful despite the significance of the challenge. College leaders wish to express appreciation to all those who worked extremely hard to achieve the maximum possible success in the circumstances.

At the same time, we should note that further analysis of student success in the Fall 2017 semester is still needed. The College will need to review grade patterns, the level of appeals and other indicators of the impact of a five-week disruption to the semester.

With respect to re-establishing relationships, we have received comments from chairs, union local leaders and from a cross-section of faculty through informal conversations. A common theme from this input is that Fleming College is proceeding well in re-establishing mutually-respectful and effective working relationships. Union local leaders note that the College's efforts in this regard are more successful than those at other institutions and that the specific steps taken at Fleming (e.g. issuing revised workload statements, a step not taken at other colleges) has been an important factor.

It is noteworthy that at a recent meeting of the President's Advisory Council, follow-up discussion concerning the strike and collective bargaining was quite limited in comparison to the current and most pressing issue of international enrolment growth that is sudden, unanticipated and therefore difficult to handle.

With respect to the issues that caused the strike, these can be summarized as follows:

1. The level of reliance across the college system on contract faculty.
2. Terms and conditions of employment for contract faculty.
3. Governance in colleges and the call for a creation of Senates as part of the governance structure.
4. Academic freedom.

These four items have the following status after completion of the arbitration process. The matter of complement and reliance on contract workers is referred to a Task Force that will involve the two parties plus other stakeholders which will be chaired by representatives of the government. Creation of this Task Force had been agreed to at the negotiating table prior to the strike.

With respect to new terms and conditions of employment for contract employees (e.g. partial load faculty), there are a number of substantive changes in the new collective agreement. These will improve progression through the salary scale and provide better access to full-time employment opportunities. These changes were by and large also agreed to at the negotiating table prior to the strike.

With respect to change of governance structure and the creation of academic senates, this particular demand was dropped from the OPSEU negotiating position during the bargaining process.

Academic freedom was the prime outstanding issue when negotiations broke off. The two negotiating teams had substantially different positions on how this should be handled. Arbitrator William Kaplan considered these positions and used the OPSEU proposal as the basis for his decision. Mr. Kaplan made some modifications to that position, however, and the two parties have both commented positively on the result.

At this time, all colleges await the result of the Task Force initiatives that will address the various outstanding issues. However, it is important that colleges not simply go into a waiting mode with no further analysis or action in the meantime. At Fleming, the approach we will take will be to continue to make modest adjustments to our complement mix by identifying the priority areas for new faculty positions. The College will hire into these positions.

CONCLUSION

In summary, the above provides an interim report on outcomes from collective bargaining and the strike. A more detailed analysis will be available in May and then further review will be required in the Fall of 2018 once Task Force recommendations are received.

AUTHORED BY: President Tilly