

## SIR SANDFORD FLEMING COLLEGE BOARD OF GOVERNORS PUBLIC MEETING AGENDA

**Wednesday, March 27, 2019**  
**1:00 p.m.**

**Sutherland Campus**  
**Scholfield Boardroom, B3330**  
**Peterborough, ON**

Topic	Presenter	Time
<b>1. Call to Order</b> <ul style="list-style-type: none"> <li>Welcome to the Traditional Territory <i>The Board of Governors will hold this meeting on the traditional lands of the Mississauga and Anishinaabe peoples.</i></li> <li>Introduction of Guests</li> </ul>	D. Marinigh	1 min
<b>2. Declarations of Conflict</b>		
<b>3. Approval of Meeting Agenda</b> (enclosed, pages 1-2)		

*MOTION: to approve the Agenda for the March 27, 2019 Public Board Meeting*

<b>4. Consent Agenda</b> (enclosed, page 3) <i>The following items will be addressed through the Consent Agenda unless specifically requested to be removed for separate attention:</i>	D. Marinigh	1 min
<b>4.1 Approval of the minutes of the January 30, 2019 Public meeting</b> (enclosed, pages 4-7)		
<b>4.2 Receive for information the Financial Statements of the Student Governments</b> - <b>Frost Student Association</b> (enclosed, pages 8-23) - <b>Student Administrative Council</b> (enclosed, pages 24-44)		

*MOTION: to approve the Consent Agenda and through this, the items as listed*

### REGULAR AGENDA

<b>5. Business Arising from the Previous Meetings</b> (not otherwise covered)		
<b>6. DECISION / DISCUSSION ITEMS</b>		
<b>6.1 2019-2020 Program Compulsory Fees</b> (enclosed, pages 45-49) <i>MOTION: to approve the Program Compulsory Fees for 2019-2020 as presented in Appendices A and B</i>	A. Sims	10 min
<b>6.2 Creation of a Maker Space</b> (enclosed, pages 50-52)	M. Mann	10 min
<i>MOTION: to approve the creation of the School of Trades and Technology Maker Space and the costs associated with the initiative.</i>		
<b>6.3 New Program: Supply Chain Management</b> <b>Global Logistics</b> (enclosed, pages 53-99)	M. Mann	10 min

*MOTION: to approve the Supply Chain Management – Global Logistics Ontario College Graduate Certificate program with an implementation date of September 2019, for submission to the Ministry of Training, Colleges and Universities for funding approval.*

**7. INFORMATION ITEMS (questions only)**

**7.1 Financial Position at February 28, 2019** (enclosed, pages 100-105)

*MOTION: to receive the Report for information*

**7.2 Projects / Property Update** (enclosed, pages 106-107)

*MOTION: to receive the Update for information*

**7.3 Quality Assurance Monitoring Report** (enclosed, pages 108-111)

*MOTION: to receive the Report for information*

**7.4 Report from the Board Chair**

D. Marinigh

5 min

**Presentation of Good Governance and Advanced Good Governance Certificates**

- Chloe Craig, Aaron Grant, Rosemarie Jung, Mike Leonard, Katherine MacIver, Mary Lou McLean

**• Next Public Board Meeting:**

**April 24, 2019**

Sutherland Campus, Peterborough

Time tbc

*MOTION: to receive the verbal report for information*

**7.5 Report from the President** (enclosed, pages 112-115)

M. Adamson

10 min

*MOTION: to receive the Report for information*

**8. Other Business**

**9. Roundtable – “Community Connections”**

D. Marinigh

5 min

*An opportunity for Governors to share information that may be of interest / benefit to other Governors or to the College.*

**10. Adjournment** approx. 2:00 p.m.

*MOTION: to adjourn the Public Board meeting.*

# CONSENT AGENDA

Public Board Meeting  
March 27, 2019

Agenda Item 4

## 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**

- 4.1 Approve the Minutes of the January 30, 2019 Public Board meeting**
- 4.2 Receive for information the Financial Statements of the Frost Student Association as at March 31, 2018 and the Student Administrative Council as at March 31, 2018**

## Board of Governors PUBLIC MEETING

Wednesday, January 30, 2019

Sutherland Campus, Scholfield Boardroom – B3330

Peterborough, ON

# MINUTES

*Present:* Mr. Fred Clifford  
Ms. Chloe Craig  
Ms. Nicole Grady  
Ms. Hajni Hos  
Ms. Rosemarie Jung (via WebEx)  
Mr. Mike Leonard  
Mr. Dan Marinigh, Board Chair  
Ms. Mary Lou McLean  
Ms. Cathy Praamsma  
Ms. Maureen Adamson, President

*Regrets:* Mr. George Gillespie  
Dr. Aaron Grant  
Ms. Katherine MacIver

Ms. Michele McFadden, Board Secretary

### *Senior Administration:*

- Mr. Brian Baker, Vice-President Finance and Administration
- Mr. Drew Van Parys, Executive Director Marketing and Advancement
- Ms. Shelley Mantik, Vice-President Human Resources (Interim)
- Dr. Brent Wootton, Vice-President Applied Research and Innovation

### *Staff:*

- Ms. Angie Sims, Director Budget Services
- Ms. Susan Kloosterman, Registrar
- Ms. Molly Westland, Director Academic Quality, Planning and Operations
- Ms. Kristi Kerford, Associate Vice-President Student Services

## 1. Call to Order

The Chair called the meeting to order at 3:15 p.m. and acknowledged holding the meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

The Chair confirmed **quorum**, noting regrets. Staff and guests were **welcomed**.

## 2. Approval of the Agenda: It was moved by Ms. Jung, seconded by Ms. Craig and carried to approve the printed agenda.

## 3. Declarations of Conflict: There were no conflicts disclosed concerning items identified on the agenda.

## 4. Consent Agenda

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

Moved and Seconded by Mr. Clifford and Ms. Praamsma

**THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the January 23, 2019 meeting and, through this consent,**

- 4.1 approve the minutes of the November 28, 2018 Public Board meeting;**  
**4.2 receive for information the Report on Contracts Awarded between \$500,000 and \$999,999 for the October 1, 2018 through December 31, 2018 timeframe.**

Motion Carried  
 (Resolution BoGJan23-2019 #1)

## **REGULAR AGENDA**

- 5. Business Arising from Previous Meetings:** None identified.

### **6. Approval/ Decision Items**

- 6.1 Student Tuition Fees 2019-2020:** On January 17, the Minister of Training, Colleges and Universities announced changes to tuition levels for all funding-eligible enrolment, changes to how ancillary fees are categorized and charged to students, and significant changes to OSAP. Under the Ministry's policy framework, college boards are required to approve tuition and ancillary fees for all programs of instruction and courses operated by the college.

Under the new Tuition Fee Framework, colleges and universities are required to reduce domestic tuition fee levels by 10 per cent for the 2019-2020 academic year, relative to current tuition levels. Budget planning has taken this into consideration; initial analysis indicates that a 10% reduction in domestic tuition would reduce College revenue by \$2.5M. It was noted that international tuition fees are not subject to this reduction. However, a recent analysis has shown that on average, Fleming's international tuition is 7% higher than the sector average. To stay competitive, Administration recommends holding the international fees in most programs to the current fee levels. Governors were afforded the opportunity to ask questions.

Moved and Seconded by Mr. Clifford and Ms. Praamsma

**THAT the Board of Governors of Sir Sandford Fleming College approve domestic tuition fees, as outlined within the proposal, for 2019-2020. The Board endorses the International Student Tuition Fees as outlined, pending further analysis; Management will report back to the Board when and if further changes are known.**

Motion Carried  
 (Resolution BoGJan23-2019 #2)

### **7. Information / Discussion Items**

- 7.1 Financial Position at December 31, 2018:** The Board requested that target percentage of the year be included either in addition to or in place of the "favourable" or "unfavourable" designations. Questions were asked with respect to the variance in Contract Training revenues compared to this time last year, whether system surpluses would be reallocated, and if the College would use its surplus to support international students.

It was moved by Ms. Hos, seconded by Mr. Leonard and carried to **receive the month-end Report on Financial Position for information.**

- 7.2 Section 28 of Financial Administration Act:** The Banking, Investments and Borrowing Operating Procedure under the Policy Framework, which includes the requirements under Section 28 of the Financial Administration Act (FAA), was revised in May 2018 to incorporate a new regulation which provides exemptions to Section 28 based on dollar value thresholds and other terms and conditions (as outlined in the Report). This has resulted in new reporting requirements which includes identification of contracts entered into during the year and an annual attestation letter from the Board Chair; the first time this will be submitted is in June

2019, at the conclusion of the 2018-2019 fiscal year. The President and each direct report will also be required to sign an attestation stating the relevant sections of the internal Signing Authority Operating Procedure have been complied with in their area of responsibility.

It was moved by Ms. Grady, seconded by Mr. Leonard and carried to receive **the Report for information.**

- 7.3 Winter 2019 Enrolment:** The overall enrolment is above the Winter target numbers, due in part to an increase over target of both domestic and international upper semester enrolments. Domestic semester 1 enrolments are significantly low, under target by 15%. Our international enrolment came in slightly under target. The enrolment plan is nearing completion; the College will continue to work on improvements to both recruitment and admission activities for both international and domestic applicants.

It was moved by Ms. Craig, seconded by Ms. Praamsma and carried to **receive the Winter 2019 Enrolment Report for information.**

- 7.4 Business Plan Interim Report:** The 2018-2019 Business Plan was approved by the Board in April 2018; at that time, concern was raised that the Plan contained too many objectives (38) for the year. In September, the President and Senior Management Team reviewed and prioritized the objectives down to 24. The interim report reflects 92% of the objectives are on track compared to 65% the previous year, and two projects are off track.

It was moved by Ms. McLean, seconded by Ms. Jung and carried to **receive the Business Plan Interim Report for information.**

- 7.5 Quality Audit Improvement Plan – Progress Report:** The dashboard demonstrates progress in meeting the OCQAS recommendations and results of the annual program quality audit report in an easy to interpret document. As a monitoring tool for the Board, the dashboard will be included in each meeting book for the short term.

It was moved by Mr. Clifford, seconded by Ms. McLean and carried to **receive the report for information.**

- 7.6 Key Performance Indicators Action Plan:** The Board had requested an action plan with short-, mid- and long-term goals to address and improve results. Members commented on ensuring solutions are attached to issues, with housing in particular.

It was moved by Ms. Hos, seconded by Ms. Jung and carried to **receive the report for information.**

- 7.7 Report from the Board Chair:** Chair Marinigh provided a perspective on the January 14 launch of strategic planning process and the first consultation session with external stakeholders; members were encouraged to show support by attending a session. Correspondence from the Deputy Minister outlining changes in the process of public appointments was received in December; a decision on our two submissions remains outstanding. Correspondence was also received noting the Ministry's intent to develop a policy framework on public-private partnerships. Locally, the Chair attended the annual (Mayor's) Giving Gala and the opening of the new Indigenous student space and community feast at Fleming.

It was moved by Ms. McLean, seconded by Mr. Clifford and carried to **receive the verbal report of the Board Chair.**

- 7.8 Report from the President:** The Report highlights key activities of each of the core businesses of the College since the November meeting of the Board.

The next "Thought Leaders" seminars for students, employees, alumni, employers, and community members takes place on February 8 with speaker Sheldon Levy exploring key trends that are impacting the very nature of work and the implications of what is to come. This will be followed with a final speakers' event on Wednesday, March 6 with speaker Elizabeth Manley.

It was moved by Ms. Clifford, seconded by Mr. Leonard and carried to **receive the President's Report for information.**

- 8. Other Business:** The President will present a training / educational proposal for governors as part of the overall governance / by-law discussion at the February meeting.
- 9. Community Connections:** Members were afforded the opportunity to share information that may be of interest/benefit to other Governors or to the College.
- 10. Next Public Board Meeting:** March 27, 2018.

The Board will have an in-camera meeting on February 27, 2018 to receive the initial results of the strategic planning process and continue the governance review.

- 11.** It was moved by Ms. Grady, seconded by Mr. Leonard and carried to **adjourn the Public Board meeting at 4:27 p.m.**

**Financial Statements of**

**FROST STUDENT ASSOCIATION**

**March 31, 2018**

**Table of Contents**

	<b>Page Number</b>
<b>INDEPENDENT AUDITOR'S REPORT</b>	
<b>FINANCIAL STATEMENTS</b>	
Statement of Financial Position	1
Statement of Changes in Net Assets	2
Statement of Operations	3
Statement of Cash Flows	4
Notes to the Financial Statements	5 - 10
Schedule of Recreation and Athletics Operations - Schedule A	11
Schedule of Capital Operations - Schedule B	12
Schedule of Auk's Lodge Operations - Schedule C	13





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## Independent auditor's report

To the Members of  
Frost Student Association

We have audited the accompanying financial statements of Frost Student Association, which comprise the statement of financial position as at March 31, 2018, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

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

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

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

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Frost Student Association as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Other Matter**

The financial statements of Frost Student Association for the year ended March 31, 2017 were audited by McColl Turner LLP, who expressed an unmodified opinion on those statements on December 5, 2017. The partners and staff of McColl Turner LLP joined Grant Thornton LLP subsequent to December 5, 2017.



Peterborough, Canada  
November 12, 2018

Chartered Professional Accountants  
Licensed Public Accountants

**FROST STUDENT ASSOCIATION****STATEMENT OF FINANCIAL POSITION**

March 31

	2018	2017
	\$	\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	197,079	19,484
Accounts receivable	1,679	828
Due from Sir Sandford Fleming College (note 4)	311,496	248,302
Due from Sir Sandford Fleming College Student Administrative Council (note 4)	24,275	-
Inventory	2,708	6,131
Prepaid expenses	10,499	10,499
	547,736	285,244
<b>CAPITAL ASSETS</b> (note 5)	1,231,645	1,283,607
	1,779,381	1,568,851
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities (note 6)	57,091	52,188
Loan payable to Sir Sandford Fleming College (note 4)	-	85,866
Current portion of long term debt (note 7)	1,913	1,830
	59,004	139,884
<b>LONG TERM DEBT</b> (note 7)	1,153	3,066
	60,157	142,950
<b>NET ASSETS</b>		
Unrestricted net assets	435,050	223,056
Invested in capital assets	1,274,174	1,192,845
Capital reserve	10,000	10,000
	1,719,224	1,425,901
	1,779,381	1,568,851

See accompanying notes to the financial statements

1

**FROST STUDENT ASSOCIATION**  
**STATEMENT OF CHANGES IN NET ASSETS**  
Year Ended March 31

	Unrestricted Net Assets \$	Invested in Capital Assets \$	Capital Reserve \$	2018 Total \$	2017 Total \$
<b>NET ASSETS - beginning of year</b>	223,056	1,192,845	10,000	1,425,901	1,319,302
Repayments on long term debt used to purchase capital assets	(1,830)	1,830	-	-	-
<u>Excess of revenue over expenses for the year</u>	<u>213,824</u>	<u>79,499</u>	<u>-</u>	<u>293,323</u>	<u>106,599</u>
<b>NET ASSETS - end of year</b>	<b>435,050</b>	<b>1,274,174</b>	<b>10,000</b>	<b>1,719,224</b>	<b>1,425,901</b>

See accompanying notes to the financial statements

# FROST STUDENT ASSOCIATION

## STATEMENT OF OPERATIONS

Year Ended March 31

	2018	2017
	\$	\$
<b>REVENUE</b>		
Student activity fees - General	395,210	337,348
Recreation and athletics (schedule A)	438,160	405,490
Capital operations (schedule B)	132,280	123,759
Auk's Lodge (schedule C)	111,481	122,881
Student transit	129,624	81,465
Contribution from student health plan for wages and benefits	49,300	-
Other income	6,189	6,388
Interest	5,244	2,411
	<b>1,267,488</b>	<b>1,079,742</b>
<b>EXPENSES</b>		
Salaries and benefits	141,919	143,201
Recreation and athletics (schedule A)	372,200	351,917
Capital operations (schedule B)	52,781	70,343
Auk's Lodge (schedule C)	129,666	150,289
Student transit	100,220	82,217
Professional fees	39,463	57,995
Honoraria	44,763	43,296
Social and sporting events	31,062	28,064
Office	12,216	10,708
Facility fee	25,195	19,323
Dues and membership fees	1,419	1,182
Insurance	7,240	7,411
Conferences and travel	6,532	2,174
Telephone	3,127	3,432
Advertising	5,258	340
Interest and bank charges	1,104	1,251
	<b>974,165</b>	<b>973,143</b>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>293,323</b>	<b>106,599</b>

See accompanying notes to the financial statements

# FROST STUDENT ASSOCIATION

## STATEMENT OF CASH FLOWS

Year Ended March 31

	2018 \$	2017 \$
<b>CASH PROVIDED FROM (USED FOR)</b>		
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	293,323	106,599
Add amortization, an item not requiring an outlay of cash	51,962	68,302
	345,285	174,901
Changes in non-cash working capital items:		
Accounts receivable	(851)	542
Due from Sir Sandford Fleming College	(63,194)	(67,064)
Sir Sandford Fleming College Student Administrative Council	(24,275)	-
Inventory	3,423	(2,143)
Prepaid expenses	-	1,444
Accounts payable and accrued liabilities	4,903	5,960
	265,291	113,640
<b>FINANCING ACTIVITIES</b>		
Loan repayment to Sir Sandford Fleming College	(85,866)	(121,717)
Repayments on long term debt	(1,830)	(736)
	(87,696)	(122,453)
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	-	(1,899)
<b>INCREASE (DECREASE) IN CASH FOR THE YEAR</b>	177,595	(10,712)
<b>CASH POSITION - beginning of year</b>	19,484	30,196
<b>CASH POSITION - end of year</b>	197,079	19,484

See accompanying notes to the financial statements

4

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

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### 1. PURPOSE OF ORGANIZATION

Frost Student Association (the Association) is a non-profit organization which provides services to the students, carries out various activities and operates the Auk's Lodge for the benefit of the students of Sir Sandford Fleming College (the College) - Frost Campus. The Association is not subject to corporation income taxes and, as provided by its Letters Patent, the Association is prohibited from distributing any of its earnings to, or for the personal benefit of, its members.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The Association has followed Canadian accounting standards for not-for-profit organizations in preparation of these financial statements. A summary of significant policies is presented below:

#### (a) *Fund accounting*

The Association follows the restricted fund method of accounting for contributions.

- (i) Unrestricted Net Assets accounts for the Association's program delivery and administrative activities.
- (ii) Invested in Capital Assets reports the assets, liabilities, revenues and expenses related to capital assets and restricted resources for capital purchases.
- (iii) Capital Reserve accounts for internally restricted funds established by the Board of Directors to be set aside to ensure adequate funds are available for future capital expenditures. These funds are not available for other purposes without formal approval of the Board of Directors.

#### (b) *Revenue and expense recognition*

Revenues and expenses are recorded on the accrual basis of accounting.

The Association receives revenue from a variety of sources and applies the following recognition policies:

- (i) Fee revenue is recognized annually based on the school period attended by the students.
- (ii) Sales revenue is recognized at the date of the sale to the customer.

#### (c) *Valuation of inventory*

Inventory is valued at the lower of cost and net realizable value, with cost being determined substantially on a first-in, first-out basis.

#### (d) *Capital assets and amortization*

Capital assets are stated at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	40 years
Furniture and equipment	5 years
Computer equipment	3 years

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

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### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (e) *Use of estimates*

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make certain estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingencies at the date of the financial statements and the reported amount of revenue and expenses during the year. A significant item subject to such estimates and assumptions is the estimated useful life of capital assets. Actual results could differ from those estimates.

### 3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

#### (a) *Measurement*

The Association considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Association accounts for the following as financial instruments:

- cash
- accounts receivable
- due from Sir Sandford Fleming College
- due from Sir Sandford Fleming College Student Administrative Council
- accounts payable
- long term debt

A financial asset or liability is recognized when the Association becomes a party to contractual provision of the instrument.

The Association initially measures its financial assets and financial liabilities at fair value.

The Association subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are subsequently measured at fair value.

The Association removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

Financial assets or liabilities obtained in related party transactions are measured in accordance with the accounting policy for related party transactions, except for those transactions that are with a person or entity whose sole relationship with the Association is in the capacity of management, in which case they are accounted for in accordance with financial instruments.

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net income.



# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

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### 3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

#### (b) *Risks*

The Association is exposed to various risks associated with its financial instruments as described below. Unless otherwise noted, there has been no change in risk exposure from the prior year.

##### (i) *Liquidity risk*

Liquidity risk is the risk that the Association will not be able to meet its obligations associated with financial liabilities. Cash flow from student levied fees provide a substantial portion of the Association's cash requirements. The Association manages liquidity to ensure there are adequate sources of cash continually available to satisfy its current and prospective financial commitments. It is management's opinion that the liquidity risk is low.

##### (ii) *Credit risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge the obligation. The Association is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The maximum exposure to credit risk is the carrying value of accounts receivable. It is management's opinion that the credit risk is low.

##### (iii) *Interest rate risk*

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The Association is subject to interest rate risk on its interest-bearing financial instruments, consisting of long term debt. The long term debt obligations have fixed interest rates. Consequently, the exposure to fluctuations in future cash flows as a result of changes in market interest rates, is limited. It is management's opinion that the interest rate risk is low.

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

### 4. RELATED PARTY TRANSACTIONS

The Association is related to the College and is economically dependent on the College as the College collects all student fees on behalf of the Association. The funds are maintained by the College and transferred to the Association upon request. At year end the net amount due from the College consists of the following:

	2018	2017
	\$	\$
General fund	10,735	38,641
Transition fund	8,090	3,492
Fieldhouse building fund	222,949	166,390
Haliburton SA general fund	2,953	3,489
Haliburton SA recreation and athletics complex fund	15,643	16,622
Transit fee fund	2,554	19,668
Building fund	45,595	-
Recreation complex fund	2,977	-
	311,496	248,302

Included in accounts payable are amounts due to the College of \$nil (2017 - \$3,427).

During the year, the Association paid \$47,492 (2017 - \$36,423) to the College for utilities and cleaning services.

A renovation to Food Services was undertaken in 2012 for which the College loaned the Association the funds to pay for their share of the costs. At year end, this loan was fully repaid (2017 - \$85,866 balance outstanding). Interest on this loan was charged at a rate of prime less 1.75% per annum. Interest paid in the year to the College was \$819 (2017 - \$2,041).

The Association is also related to Sir Sandford Fleming College Student Administrative Council (SAC). During the year, the Association received \$25,025 (2017 - \$nil) from SAC as reimbursement of prior year wages and benefits and office expenses incurred by the Association to administer the health plan at the Frost campus. A receivable of \$24,275 (2017 - \$nil) has been recorded at year-end to account for the reimbursement of current year wages and benefits and office expenses.

These transactions were in the normal course of operations and were measured at the exchange value which is the amount of consideration established and agreed to by the related parties.

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

### 5. CAPITAL ASSETS

The major categories of capital assets and accumulated amortization are as follows:

	March 31, 2018		March 31, 2017	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	1,987,293	763,507	1,987,293	713,824
Furniture and equipment	238,067	230,208	238,067	227,929
Computer equipment	25,806	25,806	25,806	25,806
	2,251,166	1,019,521	2,251,166	967,559
Net book value		<u>1,231,645</u>		<u>1,283,607</u>

### 6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$6,364 (2017 - \$5,652).

### 7. LONG TERM DEBT

Long term debt consists of the following:

	2018 \$	2017 \$
RBC equipment loan, bearing interest at 4.48%, repayable in blended monthly payments of \$168, due October 2019, secured by equipment	3,066	4,896
Less principal payments due within one year	1,913	1,830
	<u>1,153</u>	<u>3,066</u>

Minimum payments under long term debt are as follows:

	\$
2019	1,913
2020	1,153
	<u>3,066</u>

### 8. COMMITMENTS

# **FROST STUDENT ASSOCIATION**

## **NOTES TO THE FINANCIAL STATEMENTS**

**March 31, 2018**

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- (i) In 2017, the Association entered into an agreement with the College to lease land used for the Student Centre for \$1 per year ending in 2116. The agreement stipulates a Facility Fee payable to the College at \$62,033 per annum and shall be increased annually by a percentage equal to the percentage increase in the Consumer Price Index. The Facility Fee is to be discounted at a monthly rate of \$927.75 for the period of September 1, 2017 to August 31, 2018 and \$463.92 for the period of September 1, 2018 to August 31, 2019.
- (ii) The Association entered into an agreement with a transportation company to provide bus transportation services to the Association effective September 1, 2014 for a three year period expiring on August 31, 2017.

This agreement was extended in April 2017 effective September 2017 for a two year period expiring in August 2019. The new agreement stipulates a fixed all inclusive daily rate of \$316.10 plus applicable HST during the 2017-2018 service period and \$319.25 plus applicable HST during the 2018-2019 service period.

- (iii) During the year, the Association entered into an agreement with a third party to provide fitness facility services to the Association effective September 2017 for a one year period expiring in August 2018. Both parties have the option to renew this agreement for an additional one year period. The agreement stipulates a fixed rate of \$40.00 per student per semester, inclusive of HST.

Subsequent to year end, this agreement was renewed effective September 2018 for a one year period expiring in August 2019. The agreement stipulates a fixed rate of \$45.20 per student per semester, inclusive of HST.

### **9. COMPARATIVE FIGURES**

Certain of the prior year figures have been reclassified to conform to the financial statement presentation adopted for the current year.

**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF RECREATION AND ATHLETICS OPERATIONS**  
**Year Ended March 31**

**SCHEDULE A**

	2018	2017
	\$	\$
<b>REVENUE</b>		
Student activity fees		
Athletics	240,675	191,947
Recreation complex	144,170	163,657
Fieldhouse	53,315	49,886
	<u>438,160</u>	<u>405,490</u>
<b>EXPENSES</b>		
Athletic charges	242,967	188,260
Recreation complex	129,233	163,657
	<u>372,200</u>	<u>351,917</u>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<u>65,960</u>	<u>53,573</u>

**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF CAPITAL OPERATIONS**  
Year Ended March 31

**SCHEDULE B**

	2018	2017
	\$	\$
<b>REVENUE</b>		
Student building fees	131,508	123,052
Interest	772	707
	<u>132,280</u>	<u>123,759</u>
<b>EXPENSES</b>		
Amortization	51,962	68,302
Loan interest	819	2,041
	<u>52,781</u>	<u>70,343</u>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<u>79,499</u>	<u>53,416</u>

**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF AUK'S LODGE OPERATIONS**  
Year Ended March 31

**SCHEDULE C**

	2018	2017
	\$	\$
<b>REVENUE</b>	89,466	98,301
<b>COST OF SALES</b>	47,666	53,420
<b>GROSS PROFIT</b>	41,800	44,881
<b>OTHER REVENUE</b>		
Food services commission	11,441	17,539
Hall rental	1,790	1,366
Games and other	8,784	5,675
	63,815	69,461
<b>EXPENSES</b>		
Wages and benefits	36,673	56,740
Facility fee	22,297	17,100
Security	6,382	5,891
Insurance	10,358	10,225
Repairs and maintenance	6,290	6,913
	82,000	96,869
<b>EXCESS OF EXPENSES OVER REVENUE FOR THE YEAR</b>	(18,185)	(27,408)

**Financial Statements of**

**SIR SANDFORD FLEMING COLLEGE  
STUDENT ADMINISTRATIVE COUNCIL**

**March 31, 2018**

**Table of Contents**

	<b>Page Number</b>
<b>INDEPENDENT AUDITOR'S REPORT</b>	
<b>FINANCIAL STATEMENTS</b>	
Statement of Financial Position	1
Statement of Fund Balances	2
Statement of Operations	3
Statement of Cash Flows	4
Notes to the Financial Statements	5 - 13
Schedule of Revenues and Expenditures on Student Activities - Schedule A	14
Schedule of Steele Centre Operations - Schedule B	15
Schedule of Health Plan Operations - Schedule C	16
Schedule of Student Transit Operations - Schedule D	17
Schedule of Administrative Expenditures - Schedule E	18





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## Independent auditor's report

To the Members of  
Sir Sandford Fleming College Student Administrative Council

We have audited the accompanying financial statements of Sir Sandford Fleming College Student Administrative Council, which comprise the statement of financial position as at March 31, 2018, and the statements of fund balances, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

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

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

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

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sir Sandford Fleming College Student Administrative Council as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Other Matter**

The financial statements of Sir Sandford Fleming College Student Administrative Council for the year ended March 31, 2017 were audited by McColl Turner LLP, who expressed an unmodified opinion on those statements on September 26, 2017. The partners and staff of McColl Turner LLP joined Grant Thornton LLP subsequent to September 26, 2017.

Peterborough, Canada  
September 27, 2018



Chartered Professional Accountants  
Licensed Public Accountants

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**STATEMENT OF FINANCIAL POSITION**  
 March 31

	General Fund \$	Capital Asset Fund \$	2018 Total \$	2017 Total \$
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash	213,879	-	213,879	342,322
Accounts receivable	7,624	-	7,624	10,539
Due from Sir Sandford Fleming College of Applied Arts and Technology (note 4)	5,964,509	394,168	6,358,677	4,033,806
Inventory	4,933	-	4,933	3,227
Prepaid expenses	65,094	-	65,094	25,717
	6,256,039	394,168	6,650,207	4,415,611
<b>CAPITAL ASSETS (note 5)</b>	-	1,566,966	1,566,966	1,762,283
	6,256,039	1,961,134	8,217,173	6,177,894
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Accounts payable and accrued liabilities (note 6)	455,982	-	455,982	316,651
Due to Frost Student Association (note 4)	24,275	-	24,275	-
Scheduled cash repayments for promissory notes payable (note 7)	198,000	198,000	396,000	1,039,119
	678,257	198,000	876,257	1,355,770
<b>PROMISSORY NOTES PAYABLE (note 7)</b>	1,380,250	303,891	1,684,141	1,695,864
	2,058,507	501,891	2,560,398	3,051,634
<b>FUND BALANCES</b>				
Invested in capital assets	-	1,065,075	1,065,075	921,164
Restricted (note 8)	3,270,388	394,168	3,664,556	2,233,318
Unrestricted	927,144	-	927,144	(28,222)
	4,197,532	1,459,243	5,656,775	3,126,260
	6,256,039	1,961,134	8,217,173	6,177,894
Commitments (note 10)				

See accompanying notes to the financial statements

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**STATEMENT OF FUND BALANCES**  
**Year Ended March 31**

	General Fund \$	Capital Asset Fund \$	2018 Total \$	2017 Total \$
<b>FUND BALANCES - beginning of year as previously stated</b>	1,442,150	1,222,916	2,665,066	407,117
<u>Restatement for correction of a prior period error (note 12)</u>	461,194	-	461,194	461,194
<b>FUND BALANCES - beginning of year as restated</b>	1,903,344	1,222,916	3,126,260	868,311
Excess of revenues over expenditures for the year	2,331,010	199,505	2,530,515	2,257,949
<u>Interfund transfer</u>	(36,822)	36,822	-	-
<b>FUND BALANCES - end of year</b>	4,197,532	1,459,243	5,656,775	3,126,260

See accompanying notes to the financial statements

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**STATEMENT OF OPERATIONS**  
**Year Ended March 31**

	General Fund \$	Capital Asset Fund \$	2018 Total \$	2017 Total \$
<b>REVENUES</b>				
Student activity fees	1,518,236	425,563	1,943,799	1,654,261
Student activities (Schedule A)	24,333	-	24,333	30,870
Steele Centre (Schedule B)	132,893	-	132,893	179,309
Health plan (Schedule C) (note 9)	1,105,225	-	1,105,225	1,086,870
Student transit program (Schedule D)	2,121,265	-	2,121,265	1,700,881
Athletic and Sport and Wellness Centre membership fees	1,601,028	-	1,601,028	1,370,591
Student transition program	37,847	-	37,847	32,485
Interest earned - Sir Sandford Fleming College of Applied Arts and Technology	32,990	6,081	39,071	20,204
	6,573,817	431,644	7,005,461	6,075,471
<b>EXPENDITURES</b>				
Student activities (Schedule A)	58,895	-	58,895	70,983
Steele Centre (Schedule B)	255,596	-	255,596	254,082
Health plan (Schedule C) (note 9)	1,149,932	-	1,149,932	1,124,007
Student transit program (Schedule D)	738,143	-	738,143	369,534
Athletic and Sport and Wellness membership	1,601,028	-	1,601,028	1,370,591
Administrative (Schedule E)	317,721	-	317,721	259,040
Student transition program	43,943	-	43,943	20,710
Interest on long term debt	77,549	31,948	109,497	129,156
Amortization	-	200,191	200,191	219,419
	4,242,807	232,139	4,474,946	3,817,522
<b>EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR</b>	2,331,010	199,505	2,530,515	2,257,949

See accompanying notes to the financial statements

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**STATEMENT OF CASH FLOWS**  
**Year Ended March 31**

	General Fund \$	Capital Asset Fund \$	2018 Total \$	2017 Total \$
<b>CASH PROVIDED FROM (USED FOR)</b>				
<b>OPERATING ACTIVITIES</b>				
Excess of revenues over expenditures for the year	2,331,010	199,505	2,530,515	2,257,949
Add items not requiring an outlay of cash:				
Amortization	-	200,191	200,191	219,419
Interfund transfer	(36,822)	36,822	-	-
	2,294,188	436,518	2,730,706	2,477,368
Changes in non-cash working capital items:				
Accounts receivable	2,915	-	2,915	(406)
Due from Sir Sandford Fleming College of Applied Arts and Technology	(2,232,455)	(92,416)	(2,324,871)	(2,167,405)
Inventory	(1,706)	-	(1,706)	2,434
Prepaid expenses	(39,377)	-	(39,377)	(596)
Accounts payable and accrued liabilities	139,331	-	139,331	180,536
Due to Frost Student Association	24,275	-	24,275	-
Deferred revenue	-	-	-	(10,275)
	187,171	344,102	531,273	481,656
<b>FINANCING ACTIVITIES</b>				
Repayment of promissory notes	(315,614)	(339,228)	(654,842)	(616,337)
<b>INVESTING ACTIVITIES</b>				
Purchase of capital assets	-	(4,874)	(4,874)	(7,965)
<b>DECREASE IN CASH FOR THE YEAR</b>	<b>(128,443)</b>	<b>-</b>	<b>(128,443)</b>	<b>(142,646)</b>
<b>CASH POSITION - beginning of year</b>	<b>342,322</b>	<b>-</b>	<b>342,322</b>	<b>484,968</b>
<b>CASH POSITION - end of year</b>	<b>213,879</b>	<b>-</b>	<b>213,879</b>	<b>342,322</b>

See accompanying notes to the financial statements

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

---

**1. PURPOSE OF ORGANIZATION**

Sir Sandford Fleming College Student Administrative Council (Sutherland Campus) is a non-profit organization which provides services to the students, carries out various activities and operates the Steele Centre for the benefit of the students of Sir Sandford Fleming College. Its objectives include insuring the rights of students as free individuals; promoting extra-curricular activities; promoting student body interests in the community; serving as a medium of communication between student body, administration and faculty; serving as a bond between the student body and alumni; and administering the assets of the Council in an effective and prudent manner. The Council is not subject to corporation income taxes and, as provided by its Letters Patent, the Council is prohibited from distributing any of its earnings to, or for the personal benefit of, its members.

**2. SIGNIFICANT ACCOUNTING POLICIES**

The Council has followed Canadian Accounting Standards for Not-for-Profit Organizations in the preparation of these financial statements. A summary of significant policies is presented below:

*(a) Fund accounting*

The Council follows the restricted fund method of accounting for contributions.

- i) The General Fund accounts for the Council's program delivery and administrative activities.
- ii) The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to capital assets and restricted resources for capital purchases.

*(b) Revenue and expenditure recognition*

Revenues and expenditures are recorded on the accrual basis of accounting.

*(c) Valuation of inventory*

Inventory is valued at the lower of cost and net realizable value, with cost being determined substantially on a first-in, first-out basis.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*(d) Capital assets and amortization*

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

Capital assets are stated at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold improvements	15 years
Furniture and equipment	5 years
Computer equipment	5 years

(e) *Use of estimates*

The preparation of financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make certain estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingencies at the date of the financial statements and the reported amount of revenue and expenses during the period. A significant item subject to such estimates and assumptions is the estimated useful life of capital assets. Actual results could differ from those estimates.

**3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES**

(a) *Measurement*

The Council considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Council accounts for the following as financial instruments:

- cash
- accounts receivable
- due from Sir Sandford Fleming College of Applied Arts and Technology
- accounts payable
- due to Frost Student Association
- promissory notes payable

A financial asset or liability is recognized when the Council becomes a party to contractual provision of the instrument.

The Council initially measures its financial assets and financial liabilities at fair value.



# SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

---

### 3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

The Council subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are subsequently measured at fair value.

The Council removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

Financial assets or liabilities obtained in related party transactions are measured in accordance with the accounting policy for related party transactions, except for those transactions that are with a person or entity whose sole relationship with the Council is in the capacity of management, in which case they are accounted for in accordance with financial instruments.

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net income.

#### (b) Risks

The Council is exposed to various risks associated with its financial instruments as described below. Unless otherwise noted, there has been no change in risk exposure from the prior year.

##### (i) Liquidity risk

Liquidity risk is the risk that the Council will not be able to meet its obligations associated with financial liabilities. Cash flow from student levied fees provides a substantial portion of the Council's cash requirements. It is management's opinion that the liquidity risk is low.

##### (ii) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge the obligation. The Council is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The maximum exposure to credit risk is the carrying value of accounts receivable. It is management's opinion that the credit risk is low.

# SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2018

### 3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

#### (iii) Interest rate risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in the market interest rates. The Council is subject to interest rate risk on its interest-bearing financial instruments, consisting of promissory notes payable. The promissory notes payable have floating interest rates, therefore changes in bank's prime lending rate can cause fluctuations in interest payments and future cash flows. It is management's opinion that the interest rate risk is low.

### 4. RELATED PARTY TRANSACTIONS

The Council is related to Sir Sandford Fleming College. The College collects all student fees on behalf of the Council. The funds are maintained by the College and transferred to the Council upon request. At year end, the balances due from the College consist of the following:

	2018 \$	2017 \$
General fund	1,879,859	1,341,674
Health plan fund	644,862	633,411
Transition fund	19,046	17,129
Building reserve fund	107,897	106,429
Building renovation fund	286,271	195,323
Brealey building fund	460,166	287,594
Transportation fund	2,960,576	1,452,245

During the year, the Council paid \$84,057 (2017 - \$70,798) to the College for utilities and cleaning services and the College paid \$nil (2017 - \$nil) to the Council for expense reimbursements. The Council received \$nil (2017 - \$5,000) from the College to assist in funding a student transit program.

The Council is also related to Frost Student Association (FSA). During the year, the Council contributed \$49,300 (2017 - \$nil) to FSA as reimbursement of prior year wages and benefits and office expenses incurred by FSA to administer the health plan at the Frost campus. A liability of \$24,275 (2017 - \$nil) has been recorded at year-end to account for the reimbursement of current year wages and benefits and office expenses.

These transactions were in the normal course of operations and were measured at the exchange value which is the amount of consideration established and agreed to by the related parties.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

**5. CAPITAL ASSETS**

The major categories of capital assets and related accumulated amortization are as follows:

	March 31, 2018		March 31, 2017	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Steele Centre				
Leasehold improvements	2,493,192	1,130,772	2,493,192	960,479
Furniture and equipment	133,385	130,395	132,778	130,395
Administration offices				
Leasehold improvements	299,966	109,987	299,966	89,990
Furniture and equipment	87,728	76,227	83,461	67,496
Computer equipment	25,758	25,682	25,758	24,512
	<u>3,040,029</u>	<u>1,473,063</u>	<u>3,035,155</u>	<u>1,272,872</u>
Net book value		<u>1,566,966</u>		<u>1,762,283</u>

**6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

Included in accounts payable and accrued liabilities are government remittances of \$6,888 (2017 - \$9,490).

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

**7. PROMISSORY NOTES PAYABLE**

Promissory notes consist of the following:

	2018 \$	2017 \$
Bank of Nova Scotia non-revolving demand promissory note, bearing interest at a floating rate of 1.25% plus the bank's prime lending rate payable monthly, minimum principal repayments of \$99,000 due semi-annually on February 15th and October 15th, due October 2020	501,891	841,119
Bank of Nova Scotia non-revolving demand promissory note, bearing interest at a floating rate of 1.25% plus the bank's prime lending rate payable monthly, minimum principal repayments of \$99,000 due semi-annually on February 15th and October 15th, due March 2022	1,578,250	1,893,864
	2,080,141	2,734,983
<u>Less scheduled cash repayments</u>	<u>(396,000)</u>	<u>(1,039,119)</u>
	1,684,141	1,695,864

In addition to the scheduled instalments of principal, an annual lump sum cash payment equal to surplus cash flow is to be applied as a permanent reduction to the loans. Surplus cash flow is defined as total Student Activity Fees received by the Council during the year related to student levied food services and building renovation fees less total interest and principal payments made to the Bank of Nova Scotia during the year. This payment is to be made no later than November 30th of each year.

The promissory notes were used to reimburse Sir Sandford Fleming College for the costs associated with the renovation of the Steele Centre food services and student areas and to assist with the cost of the sports field complex. As a general security agreement, a letter of undertaking and an agreement were made between the College and the Council whereby the Council agrees that if they default on any of their payments, the College may remit the Student Centre Renovation student fees collected by the College to the Bank of Nova Scotia for payment.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

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**7. PROMISSORY NOTES PAYABLE (continued)**

Principal repayments of the term loans are due as follows:

	\$
2019	396,000
2020	396,000
2021	303,891
2022	984,250
	<hr/>
	2,080,141

**8. RESTRICTED FUND BALANCES**

Restricted balances in the general fund are comprised of the following:

	\$
Health plan	557,601
Student transit program	2,712,787
	<hr/>
	3,270,388

**9. HEALTH PLAN OPERATIONS**

The Council administers a health care plan for students at both the Brealey Campus and the Frost Campus. Students who participate in the plan pay their premiums to the College on behalf of the Council. Actual health care costs are underwritten by the plan's insurer as costs are incurred.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

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**10. COMMITMENTS**

- (i) In fiscal 2017 the Council entered into a new agreement with the College to lease approximately 11,850 square feet for the area known as the Steele Centre and Council offices, which replaces the previous agreement as described above. The agreement is for a 99 year term ending March 31, 2115 with basic rent payable during the term in the amount of \$10 payable on the commencement date of April 1, 2016. In addition to basic rent, the Council is responsible for an annual facility fee to cover office, cleaning and other related maintenance costs.
- (ii) The Council's food services have been contracted out to a third party with commission revenues being earned at a rate 12.75% of net sales.
- (iii) In fiscal 2016 the Council entered into an agreement with the City of Peterborough to establish a Universal Transit Pass Program for students of the Sutherland Campus. The agreement stipulates a commencement date of June 1, 2016 for a three year term ending June 1, 2019, with the option to extend for an additional two years ending June 1, 2021. The cost of the program will be covered by student transit fees.
- (iv) In fiscal 2017 the Council entered into an agreement with Zagster, Inc. for the use and maintenance of bicycles for a Bike Share Program. The agreement is effective from the program's launch date of April 2017 for a two year term ending April 2019. The annual service fees amount to approximately \$39,000. The cost of the program will be covered by student transit fees.
- (v) During the year, the Council entered into an agreement with the College to contribute \$100,000 to support the Sutherland Campus Health Sciences Capital Campaign for the student transit lounge. This contribution was made subsequent to year-end and will be allocated to capital construction costs of the A-wing which is being updated into a state-of-the-art facility.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2018**

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**11. ALLOCATION OF EXPENSES**

The Council allocates a certain portion of their administrative expenses to the Steele Centre and health plan operations each year.

Salaries and wages are allocated to the Steele Centre and health plan based on the estimated work performed on these functions. The amounts allocated during the year to the Steele Centre and health plan are \$31,760 (2017 - \$30,337) and \$77,662 (2017 - \$77,662), respectively.

Commercial insurance is allocated to the Steele Centre based on the estimated usage of space. The amount allocated during the year was \$13,850 (2017 - \$14,027).

Other administrative expenses, including computer, rent, travel and employee training, are allocated to the health plan based on the estimated usage. The amount allocated during the year was \$5,127 (2017 - \$6,627).

**12. CORRECTION OF A PRIOR PERIOD ERROR**

In prior years the portion of the health plan operations student premiums revenue collected in the current fiscal year which related to coverage provided for the period from the start of the subsequent fiscal year to the end of the academic year (August 31st) was deferred until the subsequent fiscal year, consistent with the deferral method of accounting for contributions. The Council actually follows the restricted fund method of accounting for contributions so this revenue should not have been deferred. As a result of the retrospective correction of this error, the 2017 opening general fund balance has increased by \$461,194 and deferred revenue has decreased by the same amount.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF REVENUES AND EXPENDITURES ON STUDENT ACTIVITIES**  
**Year Ended March 31**

**SCHEDULE A**

	2018	2017
	\$	\$
<b>REVENUES</b>		
Advertising	7,865	10,301
Special events	4,430	4,628
Graduation photographs	3,970	3,850
Food bank	3,516	2,974
Miscellaneous	4,552	9,117
	<b>24,333</b>	<b>30,870</b>
<b>EXPENDITURES</b>		
Special events and promotions	41,613	51,441
School agendas	14,476	14,132
Divisional representatives	2,806	5,410
	<b>58,895</b>	<b>70,983</b>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM STUDENT ACTIVITIES</b>	<b>(34,562)</b>	<b>(40,113)</b>



**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF STEELE CENTRE OPERATIONS**  
Year Ended March 31

**SCHEDULE B**

	2018	2017
	\$	\$
<b>REVENUES</b>		
Bar operations	60,508	96,017
Food commissions	59,130	69,661
Hall rental, catering and pool table	11,631	10,728
Miscellaneous	1,624	2,903
	<u>132,893</u>	<u>179,309</u>
<b>EXPENDITURES</b>		
Salaries and wages	122,908	114,533
Bar purchases and supplies	22,533	38,671
Facility fees	66,516	56,662
Music and entertainment	6,790	7,523
Insurance	15,275	16,394
Telephone	-	489
Memberships, licenses and fees	2,561	2,935
Professional fees	8,676	9,160
Travel	4,078	3,099
Advertising and promotion	5,146	4,116
Other	1,113	500
	<u>255,596</u>	<u>254,082</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM STEELE CENTRE OPERATIONS</b>	<u>(122,703)</u>	<u>(74,773)</u>

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF HEALTH PLAN OPERATIONS**  
**Year Ended March 31**

**SCHEDULE C**

	2018 \$	2017 \$
<b>REVENUES</b>		
Student premiums net of refunds	1,096,875	1,080,131
Interest income	8,350	6,739
	<u>1,105,225</u>	<u>1,086,870</u>
<b>EXPENDITURES</b>		
Health coverage costs	1,037,042	1,036,774
Wages and benefits	77,662	77,662
Administrative	35,228	9,571
	<u>1,149,932</u>	<u>1,124,007</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM HEALTH PLAN OPERATIONS</b>	<u>(44,707)</u>	<u>(37,137)</u>

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF STUDENT TRANSIT OPERATIONS**  
Year Ended March 31

**SCHEDULE D**

	2018	2017
	\$	\$
<b>REVENUES</b>		
Student fees	2,068,258	1,687,187
Bike Share program	9,750	5,000
Interest income	33,855	8,694
Renewals and part-time student passes	9,402	-
	<u>2,121,265</u>	<u>1,700,881</u>
<b>EXPENDITURES</b>		
City of Peterborough transit services	685,367	357,639
Rideshare	41,742	7,656
Operations	11,034	4,239
	<u>738,143</u>	<u>369,534</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES FROM STUDENT TRANSIT OPERATIONS</b>	<u>1,383,122</u>	<u>1,331,347</u>

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF ADMINISTRATIVE EXPENDITURES**  
**Year Ended March 31**

**SCHEDULE E**

	2018	2017
	\$	\$
Salaries and benefits	172,429	112,412
Honoraria, bursaries and donations	18,431	17,892
Office supplies	6,491	1,648
Facility fees	15,864	12,554
Travel and conferences	21,975	23,497
Telephone	1,798	2,380
Professional fees	15,171	22,971
Interest and bank charges	997	4,082
Insurance	17,681	17,506
Promotions	10,419	8,029
Board of Directors expenses	7,709	4,906
Memberships, licenses and fees	25,272	25,444
Student meetings and training	3,109	5,719
Miscellaneous	375	-
	317,721	259,040

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 6.1

<b>Report Title:</b> 2019-2020 Program Compulsory Fees <b>Report to:</b> Public Board Meeting <b>Requested Action:</b> Decision / Approval <b>Prepared and Submitted by:</b> Angie Sims, Director Budget Services	<b>Date:</b> March 27, 2019
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#### OVERVIEW / BACKGROUND

A report seeking Board approval of Program Compulsory Fees for the 2019-2020 academic year.

#### ANALYSIS / PROPOSED OPTIONS

In addition to tuition fees, the Ministry allows for programs to offset specific program costs by adding fees to student tuition as a direct flow through with fee revenues matching the expense. These fees are not in scope in regards to the changes being proposed by the Ministry to our current fee policy.

These include the following:

**Academic Fees:** These fees relate to field activities and overnight camps for specific courses within programs and are based on the actual cost of the activity. By policy, these fees do not include any cost recovery for staff salary.

**Supply Fees:** These fees relate to specific, full time programs and are also based on the actual cost of supplies used and retained by the student. The College will also charge supply fees to students in various part time courses where there is a direct cost related to the supplies provided to the students.

#### RISK CATEGORY

☐ External Environment   
 ☐ Internal Environment   
 ☒ Financial   
 ☐ Human Resources  
☐ Information Technology   
☐ Legal   
☒ Operational   
☐ Strategic   
☐ N/A

#### RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College **approve the Program Compulsory Fees for 2019-2020 as presented in Appendix A and B.**

#### SUPPORTING DOCUMENTATION

- Appendix A: Academic Fees
- Appendix B: Supply Fees

**ACADEMIC FEES**  
**Effective September 1, 2019 Proposed**

**Appendix A**

<u>Program</u>	<u>Course</u>	<u>2018-19</u>	<u>2019-20</u>
Aquaculture	APST 120	404	404
Aquaculture	APST 162	506	506
Ecological Restoration	FSTY 75	77	131
Ecological Restoration	APST 83	1,054	1,118
Ecosystem Management Technology	APST 21	306	313
Ecosystem Management Technology	ECOS 6	464	418
Ecosystem Mgmt Technician	APST 22	292	299
Environmental Technician	APST 27	269	292
Environmental Technology	APST 88	175	189
Fish & Wildlife Technician & Technologist	APST 143	544	543
Fish and Wildlife Technology	APST 40	163	164
Fish and Wildlife Technology	APST 18	163	164
Forestry Technician	APST 30	483	542
Forestry Technician	FSTY74	-	317 <i>new in 19-20</i>
Resource Arts and Science - Environmental & Natural	APST 96	442	486
Geographic Information Systems - Applications Specialist	APST 87	374	451
Geographic Information Systems - Cartographic Specialist	APST 87	374	451
Natural Resources - Law Enforcement	APST 16	240	188 <i>was Haliburton Scout Reserve but changing location</i>
Outdoor Adventure Skills	APST 77	463	517
Outdoor Adventure Skills	APST 76	83	105
Outdoor and Adventure Education	APST 112	560	598
Outdoor and Adventure Education	APST 113	27	451 <i>increased accomodation/meals-prior yr only transportation, camped on crown land</i>
Recreation & Leisure Services	RECR84	316	237
Artist Blacksmith	ARTS1948	199	253 <i>materials increased pricing</i>
Ceramics	ARTS971	206	203
Cultural Heritage Conserv & Mg	SCIE173	213	232
Digital Image Design	ARTS1474	267	389 <i>increase costs - two days plus more activities</i>
Fibre Arts	ARTS444	226	295
Glassblowing	ARTS1091	725	599 <i>deal on transportation costs</i>
Graphic Design - Visual Commun	DESN29	455	460
Integrated Design	DESN10	375	389
Jewellery Essentials	ARTS526	187	335 <i>increase in transportation costs (Reduced volume in student attendance)</i>
Moving Image Design	DESN37	439	413
Photo Arts	ARTS981	242	266
Studio Process Advancement	ARTS1921	498	517
Visual and Creative Arts Diplomas Haliburton	ARTS957	255	397 <i>increase in transportation costs (Reduced volume in student attendance)</i>
Visual Arts Fund-Drwg&Painting	ARTS2152	202	227

**SUPPLY FEES**  
**Effective September 1, 2019 Proposed**

Appendix B

<b>Full-time Programs</b>	<b>2018-19</b>	<b>2019-20</b>	
Jewellery Arts Certificate Program	2,689	2841	
Artist Blacksmith Certificate Program	1,139	1350	
Photo Arts Certificate Program	1,147	1267	
Ceramics Certificate Program	836	979	
Fibre Arts Certificate Program	929	1116	
Glassblowing Certificate Program	3,327	3692	
Visual and Creative Arts Diploma Program	839	846	
Visual Arts Fundamentals - Drawing and Paint	891	1109	
Digital Image Design	480	440	
Integrated Design	745	759	
Graphic Design - Visual Communication	505	508	
Cultural Heritage Conserv & Mg	139	148	
Museum Mgmt and Curatorship	164	169	
Moving Image Design	-	93	<i>2019-20 New - clay, wood, plastic, cutting knife</i>
Personal Support Worker Brealey	38	42	
Paramedic	38	42	
Practical Nursing	38	42	
Occup Therapist Assist/ Physio Assist	38	42	
Pre-Serv Firefighter Educ&Trng	38	42	
Health Information Management sem 1	126	130	
Health Information Management sem 3	88	88	
Pharmacy Technician	38	42	
Therapeutic Recreation	-	42	<i>2019-20 New - Mask fit</i>
Resources Drilling Blasting sem 2	51	43	
Resources Drilling Blasting sem 3	93	0	<i>2019-20 no longer</i>
Resources Drilling Blasting sem 4	21	21	
Blasting Techniques	89	77	
Heavy Equipment Operator	87	87	

**SUPPLY FEES**  
**Effective September 1, 2019 Proposed**

<b>Full-time Programs</b>	<b>2018-19</b>	<b>2019-20</b>	
Heating, Ref & Air Cond sem 1	433	444	
Heating, Ref & Air Cond sem 3	376	376	
Electrical Power Generation sem 1	231	276	2019-20 replaced vest with hi-vis overalls more expensive
Electrical Power Generation sem 4	150	157	
Motive Power Techniques	231	276	
Fish & Wildlife Technician	62	66	2019-20 sb charged in sem 3
Outdoor & Adventure Education	126	126	
Urban Forestry Technician sem 5	126	128	
GIS Application Specialist	100	103	Students retain software
GIS Cartographic Specialist	100	103	Students retain software
Culinary Management	900	882	
Culinary Management	-	104	2019-20 New - uniform
Culinary Mgmt-Co-Op Dipl Appr		882	2019-20 New - knife kit, uniform, certification
Chef Training	900	882	
Biotechnology Techn Forensic sem 2	4	4	Coverall suit & fingerprinting kit
Biotechnology Techn Forensic sem 4	36	36	DNA profile kit, lab manual, fingerprint slide
Community and Justice Services	36	0	Remove 2019-20
Construction Skills	111	139	wood, safety kit & WHMIS certification
Carpentry Technician	111	139	wood, safety kit & WHMIS certification
Electrical Engineering Technician	15	54	WHMIS certification & electronics kit
Electrical Techniques	15	54	WHMIS certification & electronics kit
Instrumentation & Control Eng	15	54	WHMIS certification & electronics kit
Plumbing Techniques	15	50	WHMIS, hard hat, safety glasses, & ear protection
Trades & Technology Fundamentals sem 1	33	67	Wood & nails project & WHMIS certification
Trades & Technology Fundamentals sem 2	69	64	Wood, nails, glue for project
Welding Techniques	15	15	WHMIS certification



**SUPPLY FEES**  
**Effective September 1, 2019 Proposed**

<b>Full-time Programs</b>	<b>2018-19</b>	<b>2019-20</b>	
Welding and Fabrication Technician	15	15	<i>WHMIS certification</i>
Construction Engineering Technician	15	15	<i>WHMIS certification</i>
Health, Safety, and Envir Comp	117	0	<i>2019-20 changed from HSE to NRL</i>
Conserv&Enviro Law Enforcement		124	<i>2019-20 changed from HSE to NRL</i>
Culinary Mgmt-Co-Op Dipl Appr	-	104	<i>2019-20 New - uniform</i>
Computer Engineering Techn sem 1	-	83	<i>2019-20 New - electronics &amp; utility kits</i>
Computer Engineering Techn sem 2	-	56	<i>2019-20 New - electronics kit</i>
Computer Engineering Techn sem 3	-	41	<i>2019-20 New - electronics kit</i>
Computer Engineering Techn sem 4	-	30	<i>2019-20 New - electronics kit</i>
Comp Eng Technology sem 1	-	83	<i>2019-20 New - electronics &amp; utility kits</i>
Comp Eng Technology sem 2	-	56	<i>2019-20 New - electronics kit</i>
Comp Eng Technology sem 3	-	41	<i>2019-20 New - electronics kit</i>
Comp Eng Technology sem 4	-	30	<i>2019-20 New - electronics kit</i>
Comp Eng Technology sem 5	-	28	<i>2019-20 New - electronics kit</i>
Electrical Eng Technician Sem 1	-	105	<i>2019-20 New - safety kit &amp; electronics kit</i>
Electrical Eng Technician Sem 3	-	36	<i>2019-20 New - electronics kit</i>
Electrical Techniques Sem 1	-	105	<i>2019-20 New - safety kit &amp; electronics kit</i>
Instrumentation & Control Eng Sem 1	-	83	<i>2019-20 New - electronics &amp; utility kits</i>
Instrumentation & Control Eng Sem 3	-	36	<i>2019-20 New - electronics kit</i>
Instrumentation&Cntrl Co-op Sem 1	-	83	<i>2019-20 New - electronics &amp; utility kits</i>
Instrumentation&Cntrl Co-op Sem 4	-	36	<i>2019-20 New - electronics kit</i>
Wireless Info Networking Sem 1	-	338	<i>2019-20 New - electronics&amp; transmitter kits</i>
Wireless Info Networking Sem 2	-	30	<i>2019-20 New - electronics kit</i>
Project Management Sem 1	-	45	<i>2019-20 New - PMI student membership/exam</i>
Hospitality Sem 4	-	78	<i>2019-20 New - software/certification retained</i>
Hospitality Sem 3	-	104	<i>2019-20 New - uniform</i>

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 6.2

**Report Title:** Creation of Maker Space  
**Report to:** Public Board Meeting  
**Requested Action:** Decision / Approval  
**Prepared and Submitted by:** Maxine Mann, Dean – School of Business, Trades and Technology  
**Date:** March 27, 2019

#### OVERVIEW / BACKGROUND

Fleming College's School of Trades and Technology is seeking approval to develop a Maker Space location in downtown Peterborough Ontario commencing May 2019 with an anticipated launch for September 2019. Maker Spaces are collaborative, creative, hands-on learning facilities often featuring 3D printers, computer lathes and other manufacturing technology. Maker Spaces also allow for prototyping and product testing.

#### ANALYSIS / PROPOSED OPTIONS

**Overview:** Maker Spaces exist at other Ontario Colleges and Universities. The lack of such a facility for the School of Trades and Technology has affected program growth and quality in the School of Technology. Additionally it has been prohibitive in our development of new partnerships with both industry and the community.

**Student / Community Impact:** A Maker Space would increase our Work Integrated Learning (WIL) opportunities, our student / industry collaboration, and our connections with the community. Student feedback from focus groups within the School have demonstrated that the lack of a Maker Space is viewed negatively. Feedback from Program Advisor Committees indicated that the addition of such a space would enhance community partnerships.

**Location:** We are proposing to develop a Maker Space at the Innovation Cluster at 270 George Street North, in downtown Peterborough, where the School of Trades and Technology and the School of Business already lease space for teaching and applied projects. The proposed space is 1800 square feet; rental costs include heat, hydro and a shared washroom and kitchen area. Lease costs are outlined in Appendix A.

**Financial / Human Resources Implications:** The costs to create the Maker Space would include the lease; leasehold improvements; equipment; and the hiring of a Regular-Part-Time (RPT) technician to work with students and industry partners. There is potential that the Maker Space could cultivate revenue-generating project opportunities. Staffing and capital costs are outlined in Appendix A.

#### Major Milestone Deliverables

- Capital equipment ordering commences – May 2019
- Installation of capital equipment and setup of Maker Space – July 2019
- Maker Space fully operational – September 2019

#### RISK CATEGORY

☒ External Environment   
 ☐ Internal Environment   
 ☒ Financial   
 ☐ Human Resources  
☐ Information Technology   
 ☐ Legal   
☐ Operational   
☒ Strategic   
☐ N/A

Using a tiered approach to the Maker Space's project implementation plan along with the multi-purposing of capital investments for other projects and programming for the School of Trades and Technology, minimal risk is assumed if the equipment, provisioning / configuring, and testing is adhered to in the timeframe as planned. In addition, the Computer Science Technologist, with the Technician's support, will be pivotal in ensuring a successful September 2019 launch.

#### **RECOMMENDATION AND/OR MOTION**

It is recommended the Board of Governors of Sir Sandford Fleming College **approve the concept of a School of Trades and Technology Maker Space.**

#### **SUPPORTING DOCUMENTATION**

- Maker Space Financials - Appendix A

## Maker Space Financials - Appendix A

### CAPITAL COSTS

Area of Speciality	Item Details	Qty	Price
3D Printing	Replicator + 3D Printer	1	\$3,724.00
3D Printing	Ultimaker 3 3D Printer	4	\$24,472.00
3D Printing	Ultimaker S5 3D Printer	3	\$31,521.00
3D Printing	Raise 3D Pro 2+ 3D Printer	2	\$15,960.00
3D Printing	Rabbitt Laser 60W	1	\$7,581.00
Virtual Reality	HTC Vive	2	\$1,400.00
Virtual Reality	HTC Vive Pro Bundle	2	\$3,600.00
Virtual Reality	Occuus Rift	2	\$1,000.00
Virtual Reality	Magic Leap	2	\$6,118.00
Crafts	Janome Sewing/Embroidery Machine	1	\$1,000.00
Equipment/Software for Makerspace	Dell Computers	3	\$6,000.00
Equipment/Software for Makerspace	Dell High end Video Computers	2	\$9,000.00
Software	AutoCad Fusion	3	\$2,100.00
Software	Adobe Suite	6	\$3,000.00
Printer Supplies	PLA, ABS Printer media	1	\$5,000.00
Various Tools/Testing Equipment	Rolling Tool Cabinets, Soldering station, Helping Hands, Scopes, Function Generators, Digital Multi-Meters, Capacitance/Inductance Analyzer, Solder, Wire Cutters, Tweezers, Solder suckers, Solder wick, Handheld Scope Meter, Hammers, pliers, screwdrivers, wrenches, drills, Rotaty tools, hot glue, allen keys, sandpaper, Acrylic paint, paint brushes, nails, clamps.	1	\$25,000.00
<b>TOTAL COST ALL CAPITAL ITEMS</b>			<b>\$146,476.00</b>

### LEASE COSTS

Location	Location Details	Cost per Sq. Ft.	Total Cost
270 George Street North, Peterborough ON	1800 square feet, includes heat, hydro and a shared washroom and kitchen area	\$21.00	<b>\$37,800</b>

### STAFFING COSTS

Position	Position Details	Approx. cost per hour + benefits	Total Cost with Benefits
Regular-Part-Time (RPT) technician	Start date August 2019. Costed for 19/20 fiscal through March 31· 2020. 24 hours per week at 35 weeks.	\$27.00	<b>\$22,380.00</b>

### MAKER SPACE – TOTAL PROJECTED COST

**\$206,656.00**

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 6.3

**Report Title:** New Program – Supply Chain Management – Global Logistics  
**Report to:** Public Board Meeting **Date:** March 27, 2019  
**Requested Action:** Decision / Approval  
**Prepared and Submitted by:** Maxine Mann, Dean – School of Business, Trades and Technology

#### OVERVIEW / BACKGROUND

The School of Business proposes to launch an Ontario College Graduate Certificate in Supply Chain Management – Global Logistics commencing in September 2019.

In March 2018, the Supply Chain Management – Global Logistics preliminary program proposal was presented to the Board of Governors with a subsequent update provided in September 2018. The Board supported the program proposal and the enclosed final business case document was developed and is submitted for Board review and approval.

#### ANALYSIS / PROPOSED OPTIONS

Fleming College's School of Business has a long history of delivering post-secondary training in the field of international trade but in recent years, a declining domestic student population, combined with a shift in demand away from specialized advanced diploma programs led to the cancellation of our Business Administration – International Trade (TD) program in 2015. However, now, given the strength of our international student recruitment and the growing popularity of Ontario Graduate Certificates focusing on more specialized areas of study, we have an opportunity to return to the field of international commerce – this time under the auspices of "Supply Chain Management – Global Logistics".

This program will not only fill this gap in our core business offerings, it will be the only Supply Chain Management program in Ontario to offer an additional employer sought after certificate upon graduation: the Canadian International Freight Forwarding Association (CIFFA) certificate. This will differentiate our program and we will become the leader in Supply Chain Management training in Ontario.

#### RISK CATEGORY

☐ External Environment    ☐ Internal Environment    ☒ Financial    ☐ Human Resources  
☐ Information Technology    ☐ Legal    ☐ Operational    ☐ Strategic    ☐ N/A

Main financial risks include unexpected international student enrollment declines, domestic student recruitment challenges and / or shortfalls, and lack of industry support.

Recruiting from a greater number of geographic markets will help to offset the risk of losing access to any one international market. In order to improve the rate at which domestic students enter our Ontario graduate certificate programs, we need to better align our international and domestic recruitment processes and create a system wherein we can reserve a certain percentage of program seats for domestic applicants. Finally, to maximize industry support, we need to leverage and revive our International Trade alumni and industry partner networks

## RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College **approve the Supply Chain Management – Global Logistics Ontario College Graduate Certificate program with an implementation date of September 2019, for submission to the Ministry of Training, Colleges and Universities for funding approval.**

## SUPPORTING DOCUMENTATION

- Business Case

## BUSINESS CASE

# Supply Chain Management – Global Logistics

Date:	February 14, 2019
Board of Governors:	<input checked="" type="checkbox"/> Feedback <input checked="" type="checkbox"/> Decision
Proposed By	Maxine Mann, Dean
School of Study:	School of Business
Proposed Launch Date:	Fall 2019
Offering:	<input checked="" type="checkbox"/> Full-Time <input checked="" type="checkbox"/> Part-Time
Student Enrolment Target:	YEAR 1 = 113      YEAR 3 = 228      YEAR 5 = 228
New Faculty Resources	1 new FT faculty; 2 current FT at 30%; contract faculty as needed
Semesters / Hours:	2 Semesters / 675 Hours
Applied Learning Method(s):	<input type="checkbox"/> Applied Project <input type="checkbox"/> Co-op/Placement <input checked="" type="checkbox"/> Other
First Graduating Class	Class of 2020
Credential Ontario College (OC):	<input type="checkbox"/> OC Diploma <input type="checkbox"/> OC Certificate <input type="checkbox"/> OC Advanced Diploma <input checked="" type="checkbox"/> OC Graduate Certificate <input type="checkbox"/> Fleming College Diploma <input type="checkbox"/> Fleming College Certificate
Program Mapping:	Appendix I
Career Opportunities:	Logistics Analyst, Operations Analyst, Customs Analyst, Customs Broker, Purchasing Contracts Manager, Purchasing Manager, Supply Chain Logistics Manager, Supply Chain Manager
Proposed Tuition (per Semester):	\$2,506
Program Start-up Cost:	\$27,508
Program Operating Cost:	YEAR 1 = \$417,971      YEAR 3 = \$673,688      YEAR 5 = \$673,688
Return on Investment:	YEAR 1 = \$93,989      YEAR 3 = \$915,508      YEAR 5 = \$1,737,028
OCQAS Program Validation	<input type="checkbox"/> Pending <input checked="" type="checkbox"/> Approved APS Number: FLEM01299

## Review and/or Approval

- |                                                                    |                                                       |                                                                |
|--------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------|
| <input type="checkbox"/> Aboriginal Education Council              | <input type="checkbox"/> Academic Council             | <input type="checkbox"/> Deans Council                         |
| <input type="checkbox"/> Deans and Chair Committee                 | <input checked="" type="checkbox"/> Executive Leaders | <input checked="" type="checkbox"/> Program Advisory Committee |
| <input checked="" type="checkbox"/> Strategic Enrolment Management | <input type="checkbox"/> Other: _____                 |                                                                |

## Acknowledgements

Thank you to the members of our *Supply Chain Management – Global Logistics Development Team* for their dedication and excellent work in engaging the college community in consultations, research, writing, and responding to feedback. Over the course of our planning and approval process this team involved Maxine Mann, Linda Poirier, Jenny Olason, Christine Knight, Russell Turner, Patti-Lynn Davis, Kris McBride, Mary Overholt and Carmen Gelette.

## Table of Contents

<b>1. Executive Summary .....</b>	<b>3</b>
<b>2. Program Description .....</b>	<b>3</b>
2.1. Program Mapping .....	4
2.2. Essential Employability Skills.....	5
<b>3. Fleming Student Fundamentals .....</b>	<b>6</b>
3.1. The Ideal Student .....	6
3.2. Admission Requirements .....	6
3.3. Applied Learning Opportunities.....	6
3.4. Student Target Audience and Student Demand for Program.....	6
3.5. Student Benefits.....	7
3.6. The Student Experience .....	7
3.7. Education Pathway Opportunities .....	7
3.8. Value Proposition.....	8
<b>4. Strategic Alignment .....</b>	<b>9</b>
4.1. Strategic Mandate Agreement.....	9
4.2. Fleming College Strategic Plan .....	9
4.3. Fleming College Business Plan .....	10
4.4. Fleming College Academic Plan .....	10
4.5. Fleming College Sustainability Plan .....	10
4.6. Fleming College Internationalization Plan .....	11
<b>5. Environmental Scan .....</b>	<b>11</b>
5.1. Labour Market .....	11
5.2. Market Potential .....	14
5.3. Evidence of Need .....	15
5.4. The Competition .....	15
<b>6. Community Collaboration .....</b>	<b>16</b>
6.1. Fleming College Board of Governors .....	16



6.2. Fleming College Councils and Committees .....	16
6.3. Community, Industry, and Other Partners .....	17
<b>7. Program Implementation.....</b>	<b>17</b>
7.1. Responsible School .....	17
7.2. Staffing Requirements .....	17
7.3. Space and/or Equipment Requirements.....	18
7.4. Information Technology Requirements.....	18
7.5. Program Promotion Strategy (Launch plan/timelines/webpage development) .....	18
7.6. Office of the Registrar .....	18
7.7. Timelines .....	18
<b>8. Financial.....</b>	<b>19</b>
8.1. Return On Investment At-A-Glance .....	19
8.2. Program Costing.....	19
8.3. Financial Risks .....	19
8.4. Countermeasures.....	19
<b>9. Quality Assurance.....</b>	<b>19</b>
<b>10. Conclusion / Recommendation .....</b>	<b>20</b>
<b>11. References .....</b>	<b>21</b>
<b>12. Appendices.....</b>	<b>22</b>
12.1. Appendix I: Approved CVS Application .....	22
12.2. Appendix II: Letter of Proposed Agreement between CIFFA and Fleming College .....	27
12.3. Appendix III: Employment Postings .....	28
12.4. Appendix IV: Size of Supply Chain Market .....	35
12.5. Appendix V: Competitors .....	36
12.6. Appendix VI: Letters of Support.....	39
12.7. Appendix VII: Costing Summary.....	44

## 1. Executive Summary

It is widely accepted that there are four core areas of business: Marketing, Human Resources, Accounting/Finance and Supply Chain. The School of Business has business offerings in all of these areas with the exception of Supply Chain Management. The Supply Chain Management – Global Logistics Ontario College Graduate Certificate to be offered by the School of Business is a two semester, face-to-face program designed to fill this gap thereby expanding the core business offerings of the School of Business at the graduate certificate level.

The program will target existing Business diploma students, alumni of our School of Business, local manufacturing employees, Trent School of Business students, and Supply Chain industry organizations/associations members. To appeal to working professionals, students will have an option to study part time. It is also anticipated that the program will appeal to international students as these students overwhelmingly apply to graduate certificates and diplomas in programs related to Business and Technology thereby broadening our graduate certificate program choice for this student market.

Upon completion of this graduate certificate, students will have enhanced their knowledge of supply chain concepts applicable to a variety of sectors and within a global context. Students will have examined how efficient and effective logistics management contributes to the vitality of the economy and improves global competitiveness. They will also have applied this knowledge by contributing to the strategic planning and scheduling of material requirements, resource allocation and inventory for efficient production and fulfillment of customer orders and returns. The overall regional labour market for this occupational group is projected to increase over 40% in the next five years. Thus, graduates with these skills will be in demand regionally.

Lastly, the program will be the only Supply Chain Management program in Ontario to offer an additional employer sought after certificate upon graduation: the Canadian International Freight Forwarding Association (CIFFA) certificate. Thus, graduates will be a step ahead of other graduates right from the start.

## 2. Program Description

The Supply Chain Management - Global Logistics Ontario College Graduate Certificate offered by the School of Business will prepare graduates for careers in the fields of logistics, procurement, inventory management, and operations with a focus on global logistics. Students will enhance their knowledge of supply chain concepts applicable to a variety of sectors and within a global context. Students will examine how efficient and effective logistics management contributes to the vitality of the economy and improves global competitiveness. They will also applied this knowledge by contributing to the strategic planning and scheduling of material requirements, resource allocation and

inventory for efficient production and fulfillment of customer orders and returns. Graduates of the program will be well prepared to support multiple stakeholders, from a global perspective.

This two semester, face-to-face program will have two full time intakes per year and an option to study part time. Graduates will also earn the Canadian International Freight Forwarding Association (CIFFA) certificate in addition to their Ontario College Graduate Certificate.

## 2.1. Program Mapping

### Vocational Learning Outcomes

The graduate has reliably demonstrated the ability to

1. examine the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles, to guide decision-making, problem-solving and coordination of tasks
2. determine the value added and financial implications of supply chain decisions and design on overall business profitability, efficiency and stakeholder satisfaction
3. ensure supply chain activities and transactions are compliant with relevant legal, regulatory and contractual obligations, and industry and organization standards and policies for quality, health, safety, accountability, social and environmental responsibility
4. use risk mitigation tools and strategies to inform supply chain management decisions
5. contribute to the acquisition and sale of goods, services and materials in accordance with best practices and public and private sector stakeholder expectations across a variety of industries
6. contribute to the strategic planning and scheduling of material requirements, resource allocation and inventory for efficient production and fulfillment of customer orders and returns
7. coordinate the efficient handling and movement of goods, services, materials and related information within and between supply chains
8. contribute to the identification and management of continuous improvements to functions and processes within and between supply chains
9. use available technologies to enhance work performance and support supply chain functions, processes, transactions and communications
10. monitor relevant trends, emerging technologies, and local and global economic, political and environmental issues to enhance work performance and guide management decisions
11. use leadership and communication skills to establish and manage strategic relationships with a diversity of stakeholders and support the achievement of business goals
12. develop and apply ongoing strategies for personal, career and professional development

13. apply efficient and effective logistics management strategies to contribute to improved global competitiveness of the organization
14. evaluate the risks involved with multi-tier and multi-enterprise supply networks to help ensure success in the development and/or maintenance of a global logistics framework

The following table is an overview of the program curriculum. For detailed program mapping, please see the approved CVS application in Appendix I.

Supply Chain Management – Global Logistics Ontario College Graduate Certificate Mapped to MTCU code 78902				
Semester	Course Code	Course Name	Hours	Delivery
1	MTRL 42	Global Supply Chain Management	45	1-3 hr sem
1	NEW 1	Global Logistics Management	45	1-3 hr sem
1	NEW 2	Global Materials/Inventory Management	45	1-3 hr sem
1	NEW 3	Procurement	45	1-3 hr sem
1	NEW 4	Supply Chain Planning	45	1-3 hr sem
1	NEW 5	Organizational Behaviour in a Global Context	45	1-1 hr lec, 1-2 hr sem
1	NEW 6	International Transportation & Trade	45	1-3 hr sem
Total Semester 1 Hours: 315				
2	COMP 494	Computer Applications for International Business & Trade	45	1-3 hr lab
2	MGMT 225	Leadership & Management	45	1-3 hr sem
2	MGMT 180	Principles of Project Management	45	1-1 hr lec, 1-2 hr sem
2	NEW 7	Essentials of Freight Forwarding	45	1-3 hr sem
2	NEW 8	Customs Management	60	1-2 hr lec, 1-2 hr sem
2	NEW 9	Continuous Improvement	60	1-3 hr sem
2	NEW 10	Field Integration	60	1-2 hr lec, 1-2 hr lab
			Total Semester 2 Hours: 360	
			Total Program Hours: 675	

## 2.2. Essential Employability Skills

According to the Framework for Programs of Instruction Minister's Binding Policy Directive, Essential Employability Skills are locally determined at the Ontario College Graduate Certificate and are not required in the CVS application at this level of credential.

### 3. Fleming Student Fundamentals

#### 3.1. The Ideal Student

To be successful in this program, students will need to possess:

- Cross-cultural awareness
- Curiosity and initiative
- Communication skills: verbal, written and presentation
- Ability to work in teams, assume leadership role when required
- Organization and time management skills
- Problem solving skills, analytical abilities

#### 3.2. Admission Requirements

An Ontario College Diploma, Ontario College Advanced Diploma, Degree, or equivalent in Business from an accredited College or University will be required for admission into the program.

#### 3.3. Applied Learning Opportunities

Industry-recognized faculty members will incorporate hands-on learning, interactive methods, and case studies to make students' experience relevant and applied. Specifically, the new Field Integration course in Semester 2 will include applied learning opportunities such as simulation, placement and/or International case study competitions.

Students will also be engaged in applied research experiences through partnership with CIFFA and projects in the Field Integration course. In addition, the following courses will include guest speakers and an examination of current applied research in the field of supply chain management: Supply Chain Planning, Organizational Behaviour in a Global Context, International Transportation & Trade, and Essentials of Freight Forwarding.

#### 3.4. Student Target Audience and Student Demand for Program

This graduate certificate will appeal to our international student market. Analysis of Fleming enrollment data has shown that International students overwhelmingly apply to graduate certificates and diplomas in programs related to Business and Technology. An additional two-semester Ontario College Graduate Certificate within the School of Business will be attractive to this market and will also help to mitigate the risk of surplus international enrollment by giving the school an ability to offer incoming students more business program choices.

In addition to appealing to the international student market, the program will target graduates of the International Business Management Graduate Certificate (IBM), the Global Business Management Graduate Certificate (GBS) and the Project Management Graduate Certificate (PMG). Program coordinators have had many graduates of these programs ask for supply chain training and have had to refer these students to other colleges. This program will fill this gap and be of interest to many of our IBM/GBS and PMG students and graduates.

### **3.5. Student Benefits**

Employment opportunities for graduates of Supply Chain programs include a wide range of organizations and industries. The overall regional labour market for this occupational group is to increase over 40% in the next five years. Graduation from this program allows students to not only gain an Ontario College Graduate Certificate, but also a Canadian International Freight Forwarding Association (CIFFA) certificate. Fleming will be the only college in Ontario to grant CIFFA certification to their graduates (see proposed agreement letter in Appendix II).

CIFFA certification will allow graduates to be far more competitive in the supply chain market upon graduation. Employers are asking for this certification as shown by an Indeed.com search on November 22, 2018. Of the 46 jobs in the Greater Toronto Area in the Supply Chain Logistics field, 38 (83%) of these jobs had the CIFFA certification as a requirement. Fleming is poised to be an educational leader in this industry by graduating students with this additional certification.

### **3.6. The Student Experience**

The School of Business offers students a small school experience defined by intimate class sizes, and close ties to faculty and classmates. The program will offer mostly face-to-face courses, with some blended components as the practical learning and case-study emphasis is best in a face-to-face, collaborative learning environment. Students will graduate with the practical, real-world experience necessary to secure employment in today's competitive job market. The program will not only connect students with community organizations and businesses, but it will also engage students in international humanitarian opportunities.

### **3.7. Education Pathway Opportunities**

The program will provide pathway opportunities for graduates of Business programs at Fleming or any other accredited college or university to earn an Ontario College Graduate Certificate, CIFFA certification, and gain experience and skills.

Graduates of Fleming's International Business Management Graduate Certificate (IBM), the Global Business Management Graduate Certificate (GBS) and the Project

Management Graduate Certificate (PMG) will have the ability to pathway into this program. Specifically, students who complete the International Business Management Ontario College Graduate Certificate at Fleming would enter Supply Chain Management - Global Logistics with advanced standing having completed three courses, and vice-versa.

In addition to creating pathways to the aforementioned graduate certificate program graduates, this certificate will also be a pathway for graduates of the Business Ontario College Diploma, Sporting Goods Business, and the Business Administration Ontario College Advanced Diplomas. Partnerships with Trent University and UOIT may also be possible.

Lastly, the program will pursue additional agreements with the Supply Chain Management Association (SCMA), Canadian Society of Custom Brokers (CSCB) and the Logistics Institute (P.Log).

### **3.8. Value Proposition**

Fleming's Supply Chain Management - Global Logistics program will provide an intensive and coordinated approach to study the flow of goods and services from raw-material suppliers to the final customer. Students will learn using hands-on, interactive methods, including case studies to make their experience relevant and applied. Students will have the advantage of small class sizes in a college that boasts a true community environment. Students will also gain the skills necessary to be successful in high-performing teams.

The program will forge new partnerships and deepen industry relationships by creating new opportunities for experiential learning, for example in the work integrated learning experience in the 60-hour Field Integration course. In addition, the program will have a global logistics emphasis offering four Logistics based courses including a 60-hour Customs Management course that no other college is offering. When an employee is looking for a well-diversified Global Logistics student, they will look to Fleming.

Lastly, the program will also provide graduates with an industry recognized and highly valued CIIFFA certification. Graduates with this certification are highly sought after by employers in the supply chain industry (see Employment Postings in Appendix III). These certificates will allow our graduates to be more competitive and job ready upon graduation.



## 4. Strategic Alignment

### 4.1. Strategic Mandate Agreement

The program aligns with the first domain, Program Enrichment and Growth, of the 2017-20 Strategic Mandate Agreement (SMA) by broadening Fleming's business program offerings thereby building on the quality of our business core programs that support regional economic and social health. The program will also grow our international activities by creating partnerships with international organizations and increasing international student enrolment.

In addition, the program aligns with the second domain of the 2017-20 SMA, Student Success First, by building new partnerships and deepening industry relationships to create new opportunities for experiential learning and employment for our graduates.

### 4.2. Fleming College Strategic Plan

Fleming College is currently in the process of developing a new Strategic Plan. The new priorities identified are as follows: New Programming, Quality, Preferred Graduates, Superior Student Experience, Investing in People and Embeddedness in the Community. This program aligns with all of these priorities.

This program will first fill a gap in programming offered by the School of Business at the graduate certificate level and thus aligns with the priority of creating New Programming. Secondly, this program will enhance Quality by employing top industry experts to develop and deliver the curriculum, as well as, offer an additional external certification through partnership with CIFFA. This partnership with CIFFA will ensure quality and alignment with the global supply chain management industry.

In addition to the quality of the program delivery and the additional external CIFFA partnership, the program will also produce Preferred Graduates. CIFFA certification will allow graduates to be far more competitive in the supply chain market upon graduation. Fleming is poised to be an educational leader in this industry by graduating students with this additional certification. In addition, with curriculum designed to increase in-demand skills of communication, organization, problem solving and leadership, this program will create preferred graduates that not only attain their Ontario College Graduate Certificate and CIFFA certificate, but also graduates who possess these in-demand skills (see section 5.1).

Next, this program also aligns with Superior Student Experience. The School of Business offers students a small school experience defined by intimate class sizes, and close ties to faculty and classmates. The program will offer mostly face-to-face courses, with some blended components as the practical learning, and case-study



emphasis is best in a face-to-face, collaborative learning environment. Students will graduate with the practical, real-world experience necessary to secure employment in today's competitive job market.

The School of Business will also Invest in People by hiring one new full time faculty to deliver the program curriculum. The program offers a certification in CIFFA upon graduation and thus it will require faculty that possess the Certified CIFFA Instructor (CCI) designation. The School is committed to investing in the professional development of their program faculty by ensuring that this designation is obtained and retained by at least one faculty member.

Lastly, the program is designed to be Embedded in the Community. The semester 2 Field Integration course will integrate our students in the community as they work on completing projects with community organizations in supply chain management. In addition to this experience, the program will engage members of the program advisory committee to become guest lecturers, contribute to course development and provide projects in supply chain management.

#### **4.3. Fleming College Business Plan**

The program aligns with two of the Business Plan Priorities of 2018-2019. First, the program will enhance the international student experience by giving these students more options in pursuing an Ontario College Graduate Certificate level credential within the School of Business. Secondly, the program will engage with local communities as well as beyond in curriculum delivery and applied learning opportunities.

#### **4.4. Fleming College Academic Plan**

The program aligns strongly with two academic priorities. First, with the Pathways priority of the Academic Plan 2015-18, by giving our students opportunities to move between Fleming programs and between institutions. The program offers several pathway options within the School of Business and the program will pursue new pathways with Trent University and UOIT. Secondly, the program aligns with the Student Success priority by developing and implementing programs to effectively attract, support and integrate international students.

#### **4.5. Fleming College Sustainability Plan**

The overall program design has an underlying theme of several elements of sustainability including economic, social, cultural, political and environmental.

#### 4.6. Fleming College Internationalization Plan

The program will appeal to international students as enrollment data has shown they are overwhelmingly choosing Ontario College Graduate Certificate level offerings in the School of Business. The program is also planning to create international opportunities for students to engage in global supply chain activities in efforts to provide humanitarian aid to countries in need.

### 5. Environmental Scan

#### 5.1. Labour Market

Currently, the labour market still requires humans for complex thinking/problem solving, contextualized analysis, programming, machine operation/programming, tasks involving dexterity, communication (flexible, empathetic), and personal/business services requiring “human touch”. (Grant, 2016). The labour market is also experiencing a sharp increase in demand for “business” skills (critical thinking, interpersonal communication, self-management, ability to learn) (ICTC, 2015). Lastly, the top ten skills in our region were identified to be oral and written communication, detail orientated, team player, work independently, clean criminal record, problem solving, integrity, organizational skills and marketing. The curriculum of this program involves skill development in many of these areas (specifically, these skills are developed in the following courses: Organizational Behaviour in a Global Context, MGMT 225 –Leadership & Management, MGMT 180 – Principles of Project Management and Field Integration).

Global supply chain and logistics management falls under Purchasing Managers NOC 0113 (Job Bank). Purchasing managers perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the purchasing activities of an establishment
- Develop purchasing policies and procedures and control purchasing department budget
- Identify vendors of materials, equipment or supplies
- Evaluate cost and quality of goods or services
- Negotiate or oversee the negotiation of purchase contracts
- Participate in the development of specifications for equipment, products or substitute materials
- Review and process claims against suppliers
- Interview, hire and oversee training of staff

Common entry-level job titles include:

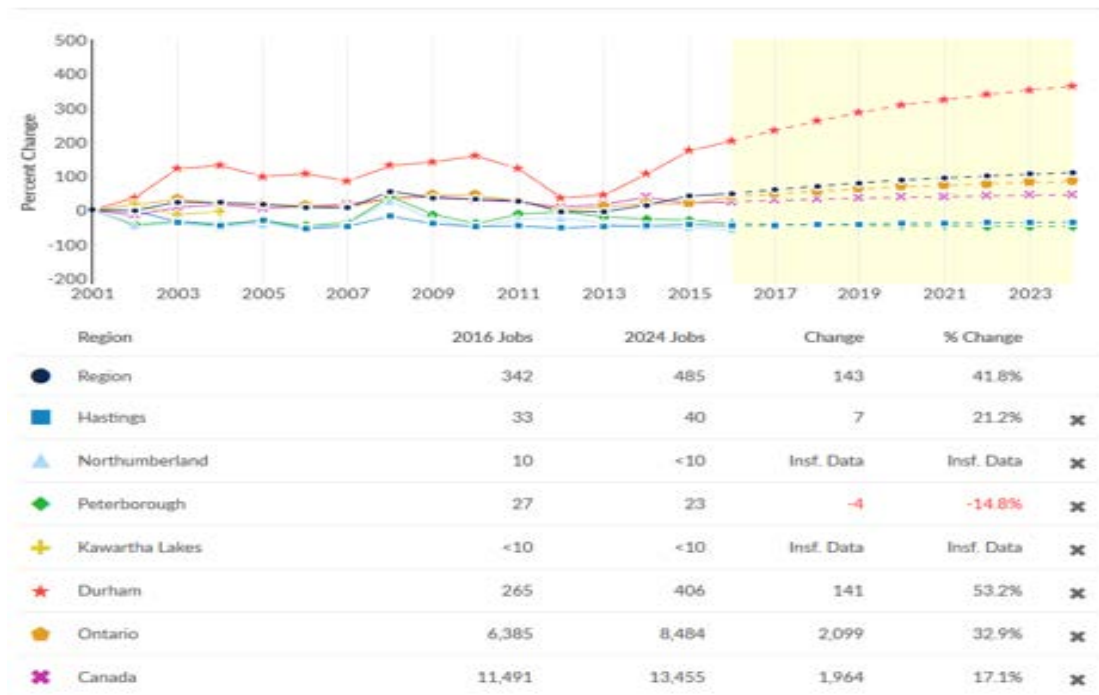
- Building Supplies Purchasing Manager
- Clothing Purchasing Manager
- Contract Manager
- Customs Analyst

- Customs Broker
- Electronic Components Purchasing Manager
- Equipment Manager
- Food Purchasing Manager
- Hardware Purchasing Manager
- Logistics Analyst
- Material and Services Purchasing Manager
- Material Manager
- Merchandise Purchasing Manager
- Office Equipment Purchasing Manager
- Operations Analyst
- Procurement Manager
- Purchasing Contracts Manager
- Purchasing Manager
- Supply Chain Logistics Manager
- Supply Chain Manager

As shown below, the Purchasing Manager labour market is projected to increase by 41.8 % overall for our region (EMSI Analyst).

Occupation Summary for Purchasing Managers (for census divisions of Peterborough, Durham, Northumberland, Kawartha Lakes, & Hastings):

<b>342</b>	<b>41.8%</b>
<b>Jobs (2016)</b>	<b>% Change (2016-2024)</b>
27% above National average	Nation: 17.1%
<b>Jobs per Region</b>	



The 2017-2021 Labour Market Profile outlook rating for this occupation published by the Ontario Ministry of Training, Colleges and Universities is:

Above Average: Above Average labour market conditions usually mean that, relative to the employment situation overall, there is a better likelihood of finding stable work in this occupation, and employment prospects are attractive or improving.

Wage estimates for this occupation are available for several regions of Ontario shown in the table below. However, please note there are no estimates available for the Muskoka-Kawarthas region.

Location	Wage (\$/hr)		
	Low	Median	High
<b>Ontario</b>	22.73	40.00	69.01
Hamilton–Niagara Peninsula Region	22.73	40.00	69.01
Kingston–Pembroke Region	N/A	N/A	N/A
Kitchener–Waterloo–Brampton Region	22.73	40.00	69.01
London Region	22.73	40.00	69.01
Muskoka–Kawartha Region	N/A	N/A	N/A
Northeast Region	N/A	N/A	N/A
Northwest Region	N/A	N/A	N/A
Ottawa Region	22.73	40.00	69.01
Stratford–Bruce Peninsula Region	22.73	40.00	69.01
Toronto Region	N/A	N/A	N/A
Windsor–Sarnia Region	22.73	40.00	69.01

There are no published industry standards. However, a bachelor's degree or college diploma in business administration, commerce or economics is usually required. Purchasing managers responsible for units purchasing specialized materials or business services may require an additional related degree or diploma. For example, a bachelor's degree or college diploma in engineering may be required for purchasing managers responsible for purchasing industrial products. Some employers may require the Supply Chain Management Professional (SCMP) designation or registration in the educational program of the Supply Chain Management Association.

## 5.2. Market Potential

Every organization that acquires raw materials, adds value through its manufacturing process, distributes, transports, stores and/or sells materials, goods or services, or manages any one or more of these functions, is part of a supply chain that spans from point of origin to point of consumption. The size and scope of supply chains can range dramatically and serve local and/or international markets (MTCU, 2015).

To gather a sense of the size of this market, there was \$525 billion in total exports of goods from Canada in 2015 and 88% of companies have global supply chains. In fact, Canada's transportation system moves more than \$1 trillion worth of goods each year (see Appendix IV).

The largest sector to employ supply chain managers is the manufacturing sector as shown in the table below. This sector is susceptible to future changes in the labour force as a result of, what is commonly referred to as, the fourth industrial revolution. This revolution will see the use of artificial intelligence and automation to replace repetitive, manual manufacturing jobs now completed by humans. In the field of supply chain management, the most significant impact this revolution will have on this employment group will be the development of autonomous vehicles and smart infrastructure to transport goods. Future supply chain managers will need to be able to adjust their work to these new transportation systems.

## Typical Industries or Sectors Employing Supply Chain Managers:

Industry/Sector	%
Manufacturing	27.44
Wholesale trade	19.32
Retail trade	13.95
Public administration	7.22
Professional, scientific and technical services	5.53
Construction	4.14

The national outlook projection of this occupation is positive as shown in the table below.

Projections of Cumulative Job Openings and Job Seekers over the Period of 2015-2024		
Category	Openings	%
Expansion Demand	1700	16
Retirements	7500	72
Other Replacement Demand	700	7
Emigration	400	4
Projected Job Openings	10400	100
Category	Seekers	%
School Leavers	4000	39
Immigration	1900	18
Other	4300	42
Projected Job Seekers	10300	100

See Appendix III for recent samples of employment postings.

### 5.3. Evidence of Need

Faculty in the School of Business have observed an increase in the career opportunities in this industry. Several key businesses are presently hiring graduates with these skills (e.g., Kuehne + Nagel, DHL, UPS, and FedEx). In addition, according to the Ministry of Training, Colleges and Universities, there is an above average labour market in this occupation suggesting there is a better likelihood of finding stable work within this occupation. The size and scope of supply chains can range dramatically but as previously mentioned our overall regional labour market is projected to increase by 41.8 % overall. All of these indicators show evidence of need in this level of training. In addition, the additional CIFFA certification is highly sought after in the industry as seen in the Employment Posting in Appendix III.

### 5.4. The Competition

There are 17 generic Supply Chain graduate certificate and diploma programs offered in Ontario (see Appendix V). Nine of these programs offer Supply Chain Management training at the Graduate Certificate level in Ontario. Of these nine programs, only three programs offer a specialization in Global Logistics: Seneca, Loyalist and Conestoga.

An analysis of total registration data over the past four years shows an increase in students registering into the global logistics specialization of Supply Chain Management. The Fleming offering would be the only college in eastern Ontario to offer an extra certification (CIFFA) upon graduation resulting in highly competitive and job ready graduates.

Total Registrations by College for Programs mapped to MTCU code 78902				
College	2017/2018	2016/2017	2015/2016	2014/2015
Seneca	103	90	92	72
Loyalist*	19	7	4	-
Conestoga*	46	-	-	-

\*Colleges in the Central East Ontario Region

## 6. Community Collaboration

### 6.1. Fleming College Board of Governors

Item	Meeting Date	Questions and Concerns Addressed with Actions Taken
Preliminary Program Proposal	March 7, 2018; Sept. 26, 2018	Full support; update
Comprehensive Business Proposal	Feb. 27, 2019	

### 6.2. Fleming College Councils and Committees

The following committees, councils and/or external community partners were consulted during our research and program development process:

- ☐ Academic Council Meeting Date(s): n/a  
**Decision/Support:** not required; program began development before Academic Council was part of consultation process
- ☒ Board of Governors Meeting Date(s): March 7, 2018, Sept. 26, 2018  
**Decision/Support:** briefing note of preliminary program proposal presented; full support
- ☒ Senior Management Team Meeting Date(s): March 20, 2018  
**Decision/Support:** presented to ELT (now SMT); full support

- ☒ Program Advisory Committee Meeting Date(s): October 12, 2018  
**Decision/Support:** full support
- ☒ Strategic Enrolment Management Meeting Date(s): March 21, 2018  
**Decision/Support:** check in; full support

### 6.3. Community, Industry, and Other Partners

Organization	Meeting Date	Input and Feedback with Actions Taken
Reference Group	Oct. 12, 2018	Preliminary Program Proposal and presentation given full support by invitees. Please see the letters of support in Appendix VI.
Program PAC	tbd	Comprehensive Business Proposal

## 7. Program Implementation

### 7.1. Responsible School

School of Business

### 7.2. Staffing Requirements

The current Business faculty pool is rich with expertise related to supply chain management and logistics, which will prove beneficial in curriculum design activity in addition to program delivery. We also have faculty in the Customs Border Services program as well as past graduates from the International Trade Program to lend expertise and support.

There will be one new full time faculty hire and two current full time faculty at 30% have been included in the program costing. The program offers a certification in CIFFA upon graduation. It would be beneficial that new faculty be a Certified CIFFA Instructor (CCI) as a Certified CIFFA Instructor must teach two specific courses offered within the program. It would also be beneficial that new faculty hires have the education, experience and Supply Chain industry certifications and designations such as:

- Certificated Supply Chain Professional (CSCP)
- CIFFA
- Professional Certificate in Supply Chain Logistics (P. Log)
- Supply Chain Logistics Certification (CCLP)
- Certified Customs Specialist (CCS)
- Certified Trade Compliance Specialist (CTCS)



**7.3. Space and/or Equipment Requirements**

Storage space, a computer lab for COMP 494 section(s), and multimedia classrooms will be required.

**7.4. Information Technology Requirements**

The program will have recommended laptop specification requirements similar to the Project Management Program. The current recommendations are as follows:

- Component Minimum Requirement Processor: 1 GHz processor with SSE2 support
- Memory: 2 GB RAM
- Hard disk: 3 GB available disk space
- Display: 1280 x 800 screen resolution
- Graphics: Graphics hardware acceleration requires a DirectX 10 graphics card
- Operating system: Windows 7 SP1 to Windows 10, 32-bit or 64-bit OS only

**7.5. Program Promotion Strategy (Launch plan/timelines/webpage development)**

Target start date: Fall 2019

Marketing should target existing Business diploma students, alumni of our School of Business, local manufacturing employees, Trent School of Business, and Supply Chain industry organizations/associations.

**7.6. Office of the Registrar**

Upon final MTCU approval for funding, program specifics will be loaded into Evolve.

**7.7. Timelines**

Registration: Fall 2019

Promotion start date: Winter 2019

Expected launch date: Fall 2019

Expected first cohort of graduates: Class of 2020

Program Review date: 2024/2025

## 8. Financial

### 8.1. Return On Investment At-A-Glance

Description	Class of '20 (Year 1)	Class of '21 (Year 2)	Class of '22 (Year 3)	Class of '23 (Year 4)	Class of '24 (Year 5)
Revenue	\$537,468	\$1,084,448	\$1,084,448	\$1,084,448	\$1,084,448
Expenses	\$417,971	\$673,688	\$673,688	\$673,688	\$673,688
<b>Cumulative Cash-Flow OR ROI</b>	\$93,989	\$504,749	\$915,508	\$1,326,268	\$1,737,028

### 8.2. Program Costing

Please see Appendix VII for costing summary.

### 8.3. Financial Risks

Main financial risks include unexpected international student enrollment declines, domestic student recruitment challenges and/or shortfalls, and lack of industry support.

### 8.4. Countermeasures

Recruiting from a greater number of geographic markets will help to offset the risk of losing access to any one international market. In order to improve the rate at which domestic students enter our Ontario graduate certificate programs, we need to better align our international and domestic recruitment processes and create a system wherein we can reserve a certain percentage of program seats for domestic applicants. Finally, to maximize industry support, we need to leverage and revive our International Trade alumni and industry partner networks. There is no reason that the program cannot form a robust and effective Program Advisory Committee.

## 9. Quality Assurance

Fleming College is committed to quality assurance processes that promote excellence in the development, design, delivery, and ongoing review of new and existing academic programs. Mechanisms are in place to demonstrate accountability to Fleming College students, the Board of Governors, the Ministry of Training, Colleges and Universities, and the communities we serve that will ensure all academic program meet or exceed the relevant quality standards including an ongoing and systematic program review process. (See College Policy #2-213: Program Quality Assurance)

## **10. Conclusion / Recommendation**

THAT the Board of Governors of Sir Sandford Fleming College approve the Supply Chain Management – Global Logistics Ontario College Graduate Certificate program for launch in Fall 2019.

## 11. References

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## 12. Appendices

### 12.1. Appendix I: Approved CVS Application



Ontario College Quality Assurance Service  
Service de l'assurance de la qualité des  
collèges de l'Ontario

#### Supply Chain Management - Global Logistics

Fleming College | APS # FLEM01299 | MTCU # 78902  
Ontario College Graduate Certificate | Funding requested - full-time

##### Purpose

Program graduates support strategic objectives and the management of these job functions by: • examining the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles; • determining the value added and financial implications of supply chain decisions and design on business profitability, efficiency and stakeholder satisfaction; 4 II - Vocational Standard • using risk mitigation tools and strategies; • reviewing supply chain activities and transactions for compliance with relevant policies, standards legal, regulatory and contractual obligations; • collaborating with, and using leadership and communication skills to build strategic relationships with, a diversity of stakeholders; • using available technologies; and • monitoring relevant trends, issues and emerging technologies.

##### Admission

Ontario College Diploma, Ontario College Advanced Diploma, Degree, or equivalent

##### Occupational Areas

Purchasing Managers; Supervisors, supply chain, tracking and scheduling coordination occupations; Customs, Ship and Other Brokers.

##### Laddering Opportunities

Graduates of Business diploma programs at Fleming or any other accredited college or university to earn an additional credential and gain experience and skills.  
Students who complete IBM at Fleming would enter Supply Chain Management - Global Logistics with advanced standing for three (3) courses, and vice-versa.

##### Program VLOs

1. examine the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles, to guide decision-making, problem-solving and coordination of tasks
2. determine the value added and financial implications of supply chain decisions and design on overall business profitability, efficiency and stakeholder satisfaction

3. ensure supply chain activities and transactions are compliant with relevant legal, regulatory and contractual obligations, and industry and organization standards and policies for quality, health, safety, accountability, social and environmental responsibility
4. use risk mitigation tools and strategies to inform supply chain management decisions
5. contribute to the acquisition and sale of goods, services and materials in accordance with best practices and public and private sector stakeholder expectations across a variety of industries
6. contribute to the strategic planning and scheduling of material requirements, resource allocation and inventory for efficient production and fulfillment of customer orders and returns
7. coordinate the efficient handling and movement of goods, services, materials and related information within and between supply chains
8. contribute to the identification and management of continuous improvements to functions and processes within and between supply chains
9. use available technologies to enhance work performance and support supply chain functions, processes, transactions and communications
10. monitor relevant trends, emerging technologies, and local and global economic, political and environmental issues to enhance work performance and guide management decisions
11. use leadership and communication skills to establish and manage strategic relationships with a diversity of stakeholders and support the achievement of business goals
12. develop and apply ongoing strategies for personal, career and professional development
13. apply efficient and effective logistics management strategies to contribute to improved global competitiveness of the organization.
14. evaluate the risks involved with multi-tier and multi-enterprise supply networks to help ensure success in the development and/or maintenance of a global logistics framework.

### Curriculum

- **MTRL 42 - Global Supply Chain Management** (Semester 1 - 45.00 hours)  
The examination of production, inventory management and transporting a product from producer to the final customer is the basis for this course. Students will be able to critically appraise current logistics procedures as well as construct new plans and how they tie into the overall business strategy.
- **NEW 1 - Global Logistics Management** (Semester 1 - 45.00 hours)  
This course will provide an overview of the important role of logistics in the Supply Chain. The focus will be on the functions and objectives of a logistics division, whether operating domestically or in an international setting. Students will investigate examples of the classic cost/service trade off that is the major challenge in Supply Chain operations. The major emphasis of the course is on the utilization of strategies for cost reduction, improving efficiency and customer service.
- **NEW 2 - Global Materials/Inventory Management** (Semester 1 - 45.00 hours)  
This course will combine theory and practice while providing a conceptual foundation of materials management, including inventory. Students will explore the importance of materials management in attaining organizational objectives, and discuss specific inventory control systems, which can be applied to a variety of real-world scenarios.
- **NEW 3 - Procurement** (Semester 1 - 45.00 hours)  
This course will provide students with a comprehensive study of purchasing practices and



applications in the context of both domestic and global supply chains, emphasizing ethical purchasing practices and corporate social responsibility. Students will learn an integrated approach from a management perspective to development purchasing and supply chain strategies that minimize risk and contribute to overall business objectives.

- **NEW 4 - Supply Chain Planning** (Semester 1 - 45.00 hours)  
This course explores concepts of planning starting from a broader level of Sales and Operations Planning (S&OP), through Demand Planning, to the detailed level of scheduling production lines and individual items. Emphasis will be placed on the inter-connections of the various levels of planning and hands-on, real-world problem-solving exercises.
- **NEW 5 - Organizational Behaviour in a Global Context** (Semester 1 - 45.00 hours)  
This course explains the central theories, concepts, and models of the field of organizational behaviour, offering a unique view into twenty-first century organizations. Featured studies and cases of several major organizations allow the student to understand the context in which to consider relevant themes.
- **NEW 6 - International Transportation & Trade** (Semester 1 - 45.00 hours)  
This course introduces the student to truck, rail, air and ocean transportation and the geography over which goods move. Incoterms® 2010 rules outline the transfer of costs and risks as the goods are transported from seller to buyer.
- **COMP 494 - Computer Applications for International Business & Trade** (Semester 2 - 45.00 hours)  
This course will provide students with an overview of an Enterprise Resource Planning system using internationally compatible SAP software in a technology enabled database. Lessons will emphasize exposing students to the entire enterprise including: sales, marketing, accounting, purchasing, operations and human resources. Participants will operate a virtual company while using the various SAP application modules.
- **NEW 8 - Customs Management** (Semester 2 - 60.00 hours)  
This course covers legislation, regulations & policies, as well as documentation requirements for commercial importations/exportations. This course will provide students with an opportunity to apply concepts learned in Global Logistics Management I.
- **MGMT 225 - Leadership & Management** (Semester 2 - 45.00 hours)  
Students learn and apply leadership and management concepts and how project managers can use them to build and foster high performance teams.
- **NEW 9 - Continuous Improvement** (Semester 2 - 60.00 hours)  
Continuous Improvement is a systematic approach to improve processes, services, or products through incremental changes. This course will aid in student understanding and ability to enhance the operations of an organization through examining process flow design, the DMAIC (Define, Measure, Analyze, Improve, Control) quality improvement concept, and worker engagement. Core principles and history of continuous improvement will be examined. The focus will be on acquiring an understanding of the implementation of quality and waste improvement processes using industry accepted tools and techniques.
- **NEW 10 - Field Integration** (Semester 2 - 60.00 hours)  
In this course, students will enhance and consolidate their knowledge, skills, abilities, and attitudes as emerging professionals. Options for applied student learning may include simulation, placement and/or case study competitions.
- **NEW 7 - Essentials of Freight Forwarding** (Semester 2 - 45.00 hours)  
This course will provide students with an understanding of how buyers and sellers manage risk with a variety of international payment methods and cargo insurance, the knowledge of commercial documents and their completion, export packaging, cargo security, dangerous goods

and alternative transport solutions, enabling students to properly cost and quote on a shipment.

• **MGMT 180 - Principles of Project Management** (Semester 2 - 45.00 hours)

This course provides an overview of project integration management that includes the concepts governing the role of the project team in organizations and management of projects through all lifecycle phases.

### VLO Mapping

Code	1	2	3	4	5	6	7	8	9	10	11	12	13	14
MTRL 42	X		X		X	X	X	X					X	
NEW 1	X		X		X		X			X			X	X
NEW 2	X	X		X		X								
NEW 3	X	X		X		X								
NEW 4	X	X		X		X			X					
NEW 5			X							X		X		
NEW 6	X		X			X	X		X				X	X
COMP 494	X								X					
NEW 8			X		X		X		X				X	
MGMT 225											X	X		
NEW 9	X	X		X				X	X					
NEW 10			X			X		X		X		X	X	X
NEW 7			X				X	X		X			X	X
MGMT 180		X									X			

### Certification/Accreditation

**Certification type:**

There is a voluntary (i.e., not required by legislation) licensing or certification for entry to practice in the profession or trade (Voluntary recognition of a regulatory authority is being sought)

**Details**

**Name of voluntary association:**

Canadian International Freight Forwarding Association (CIFFA)



**The association does not recognize educational programs directly or through designated third party. Formal recognition (e.g. in its published requirements) that the program graduates will be eligible to write any required certifying or registration exam(s) or that the program is otherwise recognized for the purposes of certifying or registering a graduate is being sought.**

#### **Attachments**

None

#### **Contact Information**

Linda Poirier, Director, Strategic Planning & Product Development  
T: 705-749-5530;1436 | E: linda.poirier@flemingcollege.ca

## 12.2. Appendix II: Letter of Proposed Agreement between CIFFA and Fleming College

12.3.



Fleming College  
c/o Maxine Mann, Dean  
School of Business

Under the proposed agreement between CIFFA and Fleming College, CIFFA would provide all of the materials required to facilitate the two courses that make up the CIFFA Certificate Program (International Transportation & Trade and Essentials of Freight Forwarding), including slides and Leaders Guides for use in class. Each registered student would receive access to online exercises through CIFFA's LMS, two e-textbooks (one for each course), and two online exams for each course (one mid-term and one final). CIFFA would provide exam marks to the college within 48 business hours of any exam being written. CIFFA would also provide to the college a CIFFA Certificate co-branded with the Fleming College logo for each student who successfully completes both CIFFA courses through the college with a mark of 70% or higher.

Fleming College would pay an annual licensing fee of \$2000/year to CIFFA plus \$800 per student that would be taking the CIFFA Certificate courses at the college. Fleming would provide the list of students in advance of each semester, allowing ample time for CIFFA to register the students in the CIFFA LMS. Fleming would be expected to retain instructors with relevant industry experience who would be required to earn the CIFFA Certified Instructor designation (there is no charge to earn the CCI).

Fleming College would be the first public college in Ontario to offer the CIFFA materials in this manner. At present, all other Ontario public colleges offer the CIFFA courses using a model that does not include online exercises or CIFFA exams; students who successfully complete the courses at the college level are required to contact CIFFA themselves, arrange payment, and write the exam on their own time in order to receive the CIFFA Certificate.

Regards,  
Mike Drake  
Education Program Specialist  
December 5, 2018

### Appendix III: Employment Postings

This program training is required in all four of the postings below (see highlighted phrases).

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#### SAMPLE POSTING 1

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##### **RM Services - Parts Logistics Supervisor**

Power Power Conversion

GE Power

Canada

##### **Essential Responsibilities**

- Continuous internal communication with global team members
- Implementation of tools and dashboards for metric visibility and communication
- Analysis of transportation spend and tie to the financial ledger (Bullet Train)
- Drive data analysis and business case development for key projects
- Coordinating and communicating shipment delivery requirements with freight forwarders and internal stakeholders alike
- Primary contact for global affiliates in reference to the logistics process
- Responsible for timely, accurate and complete record keeping
- Support standardization of transportation processes across the region and managing a 3rd party distribution operation off-site
- Working cross-functionally with sourcing, engineering, supply chain and finance to identify improvement opportunities and implement successful changes
- Aware of and comply with the GEHC Quality Manual, Quality Management System, Quality Management Policy, Quality Goals, and applicable laws and regulations as they apply to this job type/position
- Complete all planned Quality & Compliance training within the defined deadlines
- Identify and report any quality or compliance concerns and take immediate corrective action as required

##### **Role Summary/Purpose**

Responsible for managing shipments, following the A/P process to ensure payment to vendors, reporting transportation metrics, identifying trends across global transportation methods and practices, providing visibility through projects and tools, ensuring that internal customers' needs are met and that company policy and international trade compliance regulations are adhered to.

##### **Qualifications/Requirements**

- College or University degree in course of completion in Engineering (Industrial or Manufacturing), Supply Chain & Logistics, Business Administration, Operations, or equivalent related discipline
- Proficient knowledge, understanding and leadership for International Trade Compliance, identify, report and resolve any trade compliance issues
- Proficient knowledge, understanding and leadership for operating within security programs such as CTPAT and AEO to ensure that warehousing, packaging and transportation requirements are met
- 2 -3 years of experience working in logistics, engineering, or supply chain management;
- Experience in logistics or supply chain modeling & simulation
- Proven ability to meet deadlines in a fast paced changing environment

- Ability to work effectively in a cross-functional, global team environment
- Must demonstrate ability to supervise a remote team of 3rd party providers

**Desired Characteristics**

- Strong Customer focus and service mindset
- Collaborative attitude, Team-work & commitment
- Strong leadership and open communication skills
- Ability to deliver under pressure
- Resilient attitude
- Open, creative & flexible
- Solution oriented & pragmatic
- Entrepreneurial mindset & “can-do” attitude
- Fluency in English

**About Us****Power Conversion**

GE's Power Conversion business applies the science and systems of power conversion to help drive the electrification of the world's energy infrastructure by designing and delivering advanced motor, drive and control technologies that evolve today's industrial processes for a cleaner, more productive future. Serving specialized sectors such as energy, marine, oil and gas, renewables and industry, through customized solutions and advanced technologies, GE Power Conversion partners with customers to maximize efficiency. To learn more, please visit: [www.gepowerconversion.com](http://www.gepowerconversion.com)

**Career Level**

Experienced

**Function**

Logistics

**Primary City**

Peterborough

**Primary State/Province**

Ontario

**Primary Country**

Canada

**Postal Code**

K9J 5L4

**Additional Cities**

Peterborough

**Additional States/Provinces**

Ontario

**Relocation Assistance**

No

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**SAMPLE POSTING 2**

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Logistics Manager, Ecommerce  
Canada Goose  
Toronto, ON

**Position Overview:**

Under the direction of the Global Logistics Director and with safety, efficiency and customer service a priority, the Logistics Manager for e-Commerce is accountable to e-commerce operational priorities of Canada Goose. Working directly with internal stakeholders, as well as the 3PL and Carrier Partners, the Manager will be responsible for the overall daily management and analysis of partner capabilities/capacity to planned Logistics Service Level Agreements for e-Commerce.

The position will be further responsible for the management and execution of future growth within e-Commerce, inclusive of strategic planning, project management, and various liaison duties as the subject matter expert for e-Commerce expansion within a Logistics fulfillment area of focus.

**Key Responsibilities:**

A. (70%) Plan and coordinate the execution of forecasted daily / weekly 3PL and Carrier priorities for timely flow of customer orders. Service Level Agreement management and KPI achievement within the 3PL and various partner networks will be the top priority.

While adhering to policies, procedures and regulatory requirements, the e-Commerce Logistics Manager will work closely with the e-commerce, Sales Operation, Planning, and compliance departments for forecasted planning and successful execution. This would include close collaboration with the various Canada Goose Functional departments and resolving escalated logistics and operational e-Commerce issues with immediacy and professionalism while providing solutions and facilitating ease of expansion and growth in the market(s).

B. (30%) Provide and maintain good customer service and solve problems;

As an integral part of the overall logistics team, ensure that e-Commerce customers are highly regarded and receive exceptional service throughout the flow including address problems with order flow or shipping delays and quality-control issues, such as damaged or improperly packed goods, as well as day-to-day concerns with warehouse capacity and client deadlines. May include face-to-face, phone or email interactions with our various providers.

**Tasks and Duties:**

- Adhere to shipping/receiving and regulatory-compliance procedures
- Comply with laws, regulations and standards
- Monitor and assist the coordinator staff in the daily execution of e-Commerce orders, using ERP / WMS and Portal solutions, and providing guidance and mentorship
- Generate and publish KPI as it relates to 3PL and Carrier Performance

- Rectify problems such as damages, shortages and non-conformance to specifications
- Be the point of escalation and resolution for any customer service issues and/or shipping/receiving errors
- Develop constructive and cooperative working relationships with those on your team, as well as cross-functionally within the various supporting departments' leadership points

**Experience, Education and Designations:**

- **Post-Secondary Degree/Diploma**
- 3-5 years of e-Commerce business management experience, preferably in a relatable environment
- **Supply Chain Certification of some type an asset**
- Mentorship/leadership training and certification an asset
- Supervisory experience of staff

**Knowledge, Skills and Attributes:**

- Excellent interpersonal and communication skills
- Excellent analytical and problem-solving skills
- Good financial and business awareness
- Strong written and verbal skills
- Ability to work independently in a fast-paced environment
- Attention to detail and accuracy
- Strong knowledge of ERP / WMS and e-Commerce systems
- Microsoft Office proficiency, specifically in Excel
- Consistently exhibits Canada Goose's Values, taking pride in being innovative, respectful, passionate, accountable, and entrepreneurial while exhibiting personal commitment
- International e-Commerce experience a plus

**Working Conditions:**

- Office & Manufacturing environment

Retrieved on March 9<sup>th</sup> from <https://ca.indeed.com/Global-Supply-Chain-Logistics-jobs-in-Ontario?vjk=303cf682ee2385f3>

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**SAMPLE POSTING 3**

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**Supply Chain Analyst – Customs Compliance**

Adidas

Woodbridge, ON

**Purpose:** Located in the Head Office location you will report to the Sr. Manager Supply Chain - Logistics. The Supply Chain Analyst – Customs will be responsible to ensure that global and regional standards/policies for the Canadian inbound business are properly executed and maintained for all brands. This position is responsible for the fluid day to day execution of customs clearance, security and compliance related to the movement of goods and to meet the company's commitments to customer delivery on time and in full (OTIF). It is a great chance to work with a variety of internal and external stakeholders all around the world.

**Key Accountabilities**

- Support the seasonal customs import classification process for all brands based on adidas timelines and guidelines.
- Act as a solid resource for customs duty information to internal and external stakeholders.
- Work closely with and respond to any customs broker requests for information to resolve any issues preventing customs release in a timely manner.
- Control, monitor and report the successful qualification and reconciliation related to Canadian Trade Agreements, tariff preference and post entry adjustments.
- Audit customs entries filed by broker to ensure compliance.
- Control, monitor and report any post entry submissions by the broker. Manage all deviations and reconciliations to ensure correct overall customs brokerage and duty payment (in coordination with Finance team).
- Document, monitor and update customs compliance processes as required to meet business needs and to maintain a high level of compliance.
- Create, implement and analyse KPI brokerage measurements to enhance overall management of compliance, customs broker, focus on overall performance improvement and monitor spend.
- Communicate changes to inbound processes impacting customs release.
- Partner with Finance to execute all necessary duties related to month end closures and reporting.
- Maintain and file all e-documentation associated with customs entries, organize and collect the entries files for easy to reference on the cloud.
- Provide back up to the Logistics Transport Team

**Knowledge Skills and Abilities:**

- Extensive knowledge of current regulations including Tariff Preference and ability to stay current.
- Must be a self-starter that takes ownership of responsibilities and projects related to the role.
- Excellent communication and interpersonal skills (both written and verbal)
- Customer Service oriented.
- Strong analytical skills, attention to detail.
- Strong critical thinking and problem solving skills
- Systematic and statistical interpretation skills.
- Strong PC skills with extensive knowledge of Excel, Outlook and Microstrategy.
- Strong mathematical skills, ability to manage figures and date accurately

**.Qualifications** (Minimum required education and experience):



- College degree/diploma or equivalent relevant work experience.
- 3-5 years in the customs operations.
- SAP experience a plus
- Certified Customs Specialist (CCS) Designation.
- Knowledge of import process, tariff preference and familiarity with customs is required.

Retrieved on March 9<sup>th</sup> from <https://ca.indeed.com/Global-Supply-Chain-Logistics-jobs-in-Ontario?vjk=303cf682ee2385f3>

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## SAMPLE POSTING 4

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Logistics Coordinator  
Ferrero Canada Ltd.  
Brantford, ON

Ferrero is anything but ordinary. A family company with a truly progressive and global outlook. Home to iconic brands Nutella®, Tic Tac®, Ferrero Rocher®, Raffaello®, Kinder Surprise® and Kinder Bueno®. As the love for our brands continues to grow, so too does our global reach. Today, the Ferrero Group is present in 53 countries, and its products are sold in more than 160 countries. Our continued growth in new markets presents exciting challenges for our people, alongside significant opportunities for career development and mobility.

The Ferrero Canada Supply Chain team has a great opportunity for a recent graduate to work for a global confectionary leader at our state of the art plant in Brantford, ON. This internship opportunity (6 months to 1 year) will offer the candidate excellent experience in the logistics field and exposure to SAP.

The Logistics Coordinator will be responsible for scheduling appointments and arranging deliveries for all inbound materials arriving by ocean and air and exporting finished product either by ocean or by air to overseas customers. The Logistics coordinate will work with carriers and shipping lines to schedule inbound freight to comply with warehouse operations and capacities.

This position requires interaction with internal (MRP, Scheduling, Warehouse) and external (Carriers, Customs Broker, Shipping Lines, Forwarders) parties.

### Responsibilities and Duties

#### Specific Responsibilities:

- Track containers and air shipments prior to delivery
- Enter container information on master spreadsheet (ETA), product codes
- Communicate with carriers and shipping lines scheduling times
- Enter and update the inbound schedule for receiving dates
- Arrange delivery appointments for FG in hand bomb area
- Import documents to be forwarded to the broker for all packaging and raw materials
- Ensure documents for inbound are in proper record-keeping (shared drive)
- Entering export shipment to overseas customers
- Order containers for export shipments
- Ensure freight forwarders have export docs to support outbound shipments process invoices
- Cross reference packing list with invoice
- Process customs documents to support export shipment



- Adjusting inbound purchase orders in SAP
- Enter export orders in SAP / APO

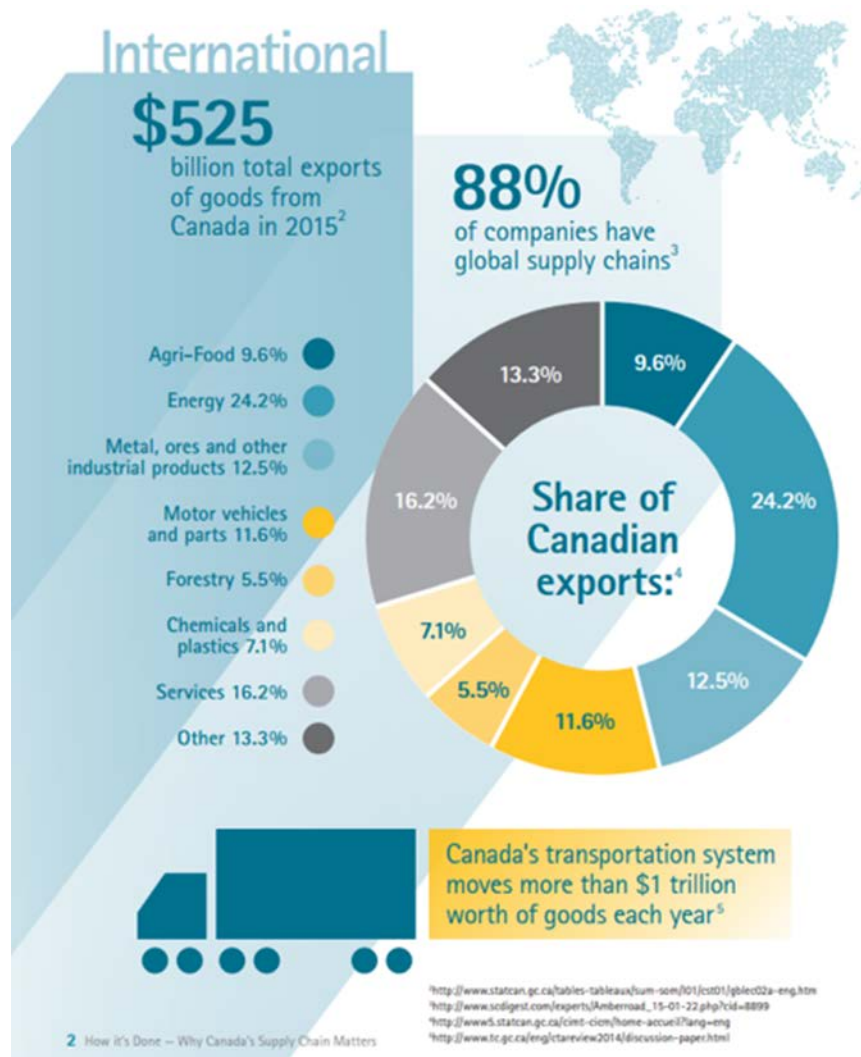
### **Qualifications and Skills**

#### **What we are looking for:**

- Degree or Diploma in business or supply chain management
- Self-starter, driven, with a high attention to detail and strong time management skills
- Ability to work under pressure and independently with tight timelines and limited supervision
- Highly motivated, action oriented with strong analytical and problem solving skills
- Ability to multi-task effectively to meet deadlines while working in a fast paced environment
- Articulate and professional with strong communication skills
- Strong excel skills and ability to learn new computer systems
- Excellent interpersonal skills and demonstrated ability to work with others effectively in teams

Retrieved on March 9<sup>th</sup> from <https://ca.indeed.com/Global-Supply-Chain-Logistics-jobs-in-Ontario?vjk=303cf682ee2385f3>

## 12.4. Appendix IV: Size of Supply Chain Market



**12.5. Appendix V: Competitors**

Currently, three Ontario colleges offer Supply Chain Management with a Global emphasis (highlighted in table below). In addition to these, other generic Supply Chain Graduate Certificate programs and Diploma programs have also been included in the table below.

COLLEGE	PROGRAM TITLE	LENGTH, TYPE (DIPLOMA, CERT., POST)	DELIVERY METHOD(S)	OTHER (UNIQUE TO THE PROGRAM)
Algonquin	<a href="#">Business Administration – Supply Chain and Operations Management</a>	Advanced Diploma		<a href="#">BYOD</a>
Algonquin	<a href="#">Bachelor of Commerce: E-Supply Chain Management</a>	Hons. Bachelor Degree	Co-op	<a href="#">BYOD</a>
Canadore	<a href="#">Supply Chain Management</a>	Graduate Certificate		
Centennial	<a href="#">Supply Chain Management - Logistics</a>	Graduate Certificate		
Centennial	<a href="#">Business – Supply Chain and Operations</a>	Diploma		
Centennial	<a href="#">Business Administration – Supply Chain and Operations Management</a>	Advanced Diploma	Optional Co-op	
Conestoga	<a href="#">Supply Chain Management - Global</a>	Graduate Certificate		<a href="#">BYOD</a>
Conestoga	<a href="#">Business Administration – Supply Chain and Operations Management</a>	Advanced Diploma	<a href="#">Co-op Available</a>	
Durham	<a href="#">Supply Chain and Operations - Business</a>	Diploma		<a href="#">Option to transfer to UOIT Bachelor of Commerce (Hons)</a>
Durham	<a href="#">Supply Chain and Operations Management –</a>	Advanced Diploma		

	<a href="#">Business Administration</a>			
Fanshawe	<a href="#">Logistics and Supply Chain Management</a>	Graduate Certificate	Online delivery available. Part-time Available.	Accredited by the <a href="#">Canadian Supply Chain Sector Council</a>
Fanshawe	<a href="#">Business – Logistics and Supply Chain Management</a>	Diploma		
George Brown	<a href="#">Business Administration – Supply Chain and Operations Management</a>	Advanced Diploma	Requires 2 semesters of work experience (co-op or internship)	
Humber	<a href="#">Supply Chain Management</a>	Graduate Certificate		Accredited by the <a href="#">Canadian Supply Chain Sector Council</a>  graduates of the program who meet the GPA requirements are eligible for advanced standing in a number of modules leading to the CSCMP designation offered by the <a href="#">Supply Chain Management Association of Ontario</a> .
Humber	<a href="#">Bachelor of Commerce – Supply Chain Management</a>	Bachelor Degree	Includes a 14 week work placement (paid)	
Loyalist	<a href="#">Supply Chain Management – Global Logistics</a>	Graduate Certificate		Accredited by the <a href="#">Canadian Supply Chain Sector Council</a>
Mohawk	<a href="#">Supply Chain Management</a>	Graduate Certificate		
Niagara	<a href="#">Business Administration – Supply Chain and Operations Management Co-Op</a>	Advanced Diploma		
Seneca	<a href="#">Supply Chain Management – Global Logistics</a>	Graduate Certificate		.

Sheridan	<a href="#"><u>Bachelor of Business Administration: Supply Chain Management</u></a>	Hons. Bachelor Degree	Co-op	
St. Lawrence	<a href="#"><u>Supply Chain Management</u></a>	Graduate Certificate		

## 12.6. Appendix VI: Letters of Support



November 14, 2018

BC Global Resources  
4 George Henry Blvd  
North York, Ontario  
M2J 1E2Ms. Maxine Mann,  
Dean of the School of Business  
Sir Sandford Fleming College  
599 Brealey Dr.  
Peterborough, ON  
K9J 7B1

Dear Ms. Mann.

I wanted to write you a brief note to thank you for including me in your recent Advisory Committee meeting, discussing Fleming's proposed Global Logistics program.

It is encouraging to see that a school such as Fleming is aiming to take the field of Global Logistics to a higher level. My food industry career began in the area of Operations and Logistics Planning, and over the years evolved into Export Marketing and Sales. Today I specialize in International Business Development, primarily involving the selling and shipping products from overseas into the United States. Not only do I work with Buyers through the selling process, but I touch on many of the functions involved in getting products to market ..... everything from product and packaging development, to production, shipment and delivery, to payables and receivables. And I cannot stress enough how critical it is for an organization to have capable people in place to ensure the smooth flow of goods.

The world is a complicated and fast moving place, and the logistics of moving "things" is becoming more and more complex (global port congestion, truck driver shortages, language barriers, environmental challenges, etc., etc). The Logistics industry requires highly qualified Operations multi-taskers, problem solvers, and communicators. I am encouraged to see that Fleming is developing a program to lead the way in addressing these industry needs. If sharing the experience I've gained over the past 30 years can assist in the further development of your program, I would be happy to participate in whatever way I can.

Congratulations on the progress you've made with the program to now, and good luck with the implementation process over the next period of time.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Brian Cooke', is written over a light blue horizontal line.

Brian Cooke BScF, MBA  
International Sales & Marketing Specialist



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A Weir Group company

185 Hope Street South  
Port Hope, ON L1A 4C2

T + 1 905.885.6301

F + 1 905.885.9641

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November 6, 2018

To: Ms. Maxine Mann  
Dean of the School of Business  
Sir Sandford Fleming College  
599 Brealey Dr.  
Peterborough, ON  
K9J 7B1

From: Ms. Andrea Elliott  
Customs and Traffic Analyst  
Esco a Weir Group Division  
185 Hope S. South  
Port Hope ON  
L1A 3W4

Dear Ms. Maxine Mann,

My name is Andrea Elliott and I am writing you this letter of support today for the proposed Supply Chain Management – Global Logistics program under Fleming's School of Business.

I am a graduate of Fleming myself in 2008 in the International Trade program. I also have an undergraduate degree in Business Administration from Trent University as well as a Certified Customs Specialist designation from the Canadian Society of Customs Brokers. On top of my education I have 10 years' experience in global logistics. I was honored to have the chance to attend the meeting and feedback session that was held in October regarding the program. I was impressed with the depth of the program and the unique advantages the program will give graduates as they accomplish this diploma. The opportunity to not only graduate with a Fleming diploma but an additional Canadian International Freight Forwarder designation will set Fleming graduates above the rest entering the work force.

I am in agreeance that this program should be offered as a post-graduate diploma. It is essential to have a diploma or degree in business as a prerequisite to entering the program. Through my personal experience I feel that my degree in business is more of a macro view of the business world and this macro view provides a broad knowledge base. The more micro view that the Supply Chain Management – Global Logistics program provides will strengthen and build upon this base of knowledge. The Supply Chain Management – Global Logistics diploma is no different than a business graduate progressing on towards an accounting or human resource designation. It is a specialization within business which is the way industry is trending, perhaps even more so in supply chain. Currently supply chain management is becoming vital to a business's successes with the fast growth in globalization, e commerce and supply chain visibility. Supply chain management provides an opportunity to add value to a business while preventing unnecessary profit margin erosion due to non-compliance or poor on time delivery. There is demand in industry right now for this particular specialization and students graduating from Fleming's Supply Chain Management program can have an immediate impact on a company's performance.





The depth of the program itself is needed. Whatever avenue within supply chain the graduate decides to go down, it is still imperative that they have the knowledge of the supply chain as whole in order to perform their job to the best of their ability. It will aid in their problem solving and communication skills with all partners in the supply chain that they will be dealing with. Every facet of the supply chain has their own unique language and it is vital that graduates understand the many languages within it to succeed. My experience in the steel sector has pushed my knowledge beyond customs to all aspects of the supply chain in order to perform my job correctly. It requires me to understand inventory management to detect possible shipping errors, correct those errors and bring back inventory to their proper counts. An understanding in forecasting and planning is required to keep an eye on product flow and better communicate and solve problems with our sales team to get the best possible service to our clients. Working with outside transportation partners demands teamwork with those outside your organization and those relationships provide vital supply chain visibility. The Supply Chain Management – Global Logistics course covers the breadth of these subjects and will aid a graduate to better understand that every aspect within the supply chain will impact their job and will help them understand and work with those demands.

Lastly, people skills are often over looked and are not easily quantifiable but I believe they are no less important. Being at the meeting, I had the pleasure of getting to know the people directly involved in the program and their excitement, energy and belief in the program did not go unnoticed. There is a deep knowledge of this industry and its needs with the people who developed this program. Their enthusiasm to impart this knowledge to future students makes me excited about this program. If the people running and teaching this program have a love of this knowledge they are conveying it will not be lost on the student. Student engagement is at the heart of learning. If they can get their students to share their love for the subject it will produce strong, knowledgeable graduates. Perhaps no less important it will support in student retainment and potential enrollment of new students as well. Good programs will not only be touted by the institutions themselves but are spread through word of mouth from recent graduates. Great staffs make great programs.

I whole heartily endorse this program. There is a demand for this knowledge and who better to prepare future employees in this industry than Fleming. As a Fleming graduate there is nothing more I would like than to give back to the place that gave me so much as a student. I am willing to help in the future to help this program get off the ground in any way possible.

Thank you for your time,

Andrea Elliott, CCS, BBA

Legal information if necessary





October 22, 2018

Ms. Maxine Mann, |  
Dean of the School of Business  
Sir Sandford Fleming College  
599 Brealey Dr.  
Peterborough, ON  
K9J 7B1

Having spent the last 18 years in manufacturing for a global customer base, it's great to see the advancement Fleming College is making with regards to proposed post-graduate education focused on a key supporting function, Supply Chain Management. The international arena for business truly has no borders today and as such, education has to evolve to remain relevant in preparing students for their future careers. With outsourcing, 3PL and global distribution leading the charge for the majority of businesses, educational institutions must remain ahead of the curve to avoid a large knowledge gap between the taught curriculum and career requirements.

Seeing that many other post-secondary institutions have recognized the globalization of supply chain and as such have designed programs to match the changing landscape, it's great to see Fleming propose similar changes to the program offering from the School of Business. This new program will provide Fleming with the ability to remain competitive among the colleges of choice for business students both domestic and abroad.

I have had the opportunity to review the course profile and will note 10 new courses being offered within this proposed program; each will provide a modified lens to build on existing foundations previously learned within the prerequisite programs.

I have been a supporter of the Fleming school of business programs and graduates since 2012 through the International Trade, subsequently Global Business and International Business Management program advisory committees (PAC) as well as through Applied Projects. As expressed to members of the faculty of Business, I do believe that graduates of this proposed program will be well positioned for success in businesses such as ours. While I can't speak to our future staffing needs today, applicants with credentials in International business or a BComm. with a post graduate in Supply Chain Management would be at the top our search criteria. Furthermore, businesses would also have the ability to support continuing education for staff as many professional designations require an annual professional development allotment.

We will remain a supporter of Fleming programs, whether it be through further Applied Project teams, applicants, technical site visits or providing ongoing feedback through a PAC. While timing and opportunities are ever changing, we will certainly remain open to provide the required industry support that programs such as this require. Please keep me informed on the progress of the program.

Sincerely,

Bill Lee  
Vice President

CANADIAN WEAR TECHNOLOGIES LTD. – 675 BROOK RD. N. - COBOURG, ONTARIO K9A 4J8  
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Ms. Maxine Mann,  
Dean of the School of Business  
Sir Sandford Fleming College  
599 Brealey Drive  
Peterborough, ON  
K9J 7B1

Dear Ms. Mann,

This is a letter to provide my support of the proposed "Supply Chain Management – Global Logistics" program at Fleming College. To substantiate my support of the proposed program I would like to provide a brief overview of my relationship with Fleming College, my experience as a supply chain professional and why I think this program would be successful.

I graduated from Fleming College in 2010 with an Advanced Diploma in International Trade. I then completed an undergraduate degree in International Business by taking advantage of an articulation agreement that Fleming held with Griffith University in Queensland, Australia. After graduation, I spent the first three years of my professional career working in Logistics/Operations and the last five years in Supply Chain and as a result I have a thorough and well-rounded understanding of the complete supply chain. I presently hold the role of Senior Supply Chain Analyst with Johnson and Johnson Medical Devices where I manage the company's largest volume portfolio through the pillars of demand planning, supply planning and inventory management.

As you are aware, on October 12<sup>th</sup> I was part of the assembled committee of professionals to review the details of the proposed program. From my experience, the industry is trending towards roles that handle a broad workload, such as my current role, rather than singularly or narrowly focused roles. It is critical for graduates to have a comprehensive understanding of end-to-end supply chain both vertical and horizontal. In my opinion, the proposed curriculum includes all the areas which graduates will need to be successful as a professional in the current field of supply chain.

Additionally, I believe that Fleming has a unique advantage over other similar programs: the genuine and lasting relationships between Faculty and Alumni. Fleming has a healthy and diverse base of industry professionals to advise not only through the establishment of the program also provide ongoing input towards industry trends, technologies, case studies, etc. to ensure this proposed program is constantly relevant.

Finally, I would like to offer my personal support to the proposed program as an industry professional. I am willing to participate and contribute in program development, validation and implementation as well as sit on the Program Advisory Committee. In addition, I would also like to provide ongoing support to the proposed program such as an e-mentor, case studies or guest lecturer.

I look forward to hearing the Ministry's approval of the program and being part of the team to implement this program which will bring success to many future supply chain professionals.

Kind Regards,  
Amber MacDonald

200 Whitehall Drive  
Markham, ON L3R 0T5  
Canada

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## 12.7. Appendix VII: Costing Summary

## Sir Sandford Fleming College - Program Costing

## Program Name: Global Supply Chain Management

Tuition (per semester)	\$	2,506
BOG (per yr)	\$	4,500
Attrition		10%
WFU per semester		0.50

(All values expressed in current dollars)

	Startup	Year 1	Year 2	Year 3	Year 4	Year 5
Enrolment		113	228	228	228	228
<b>Revenues</b>						
Tuition Fees						
	\$ -	283,218	571,448	571,448	571,448	571,448
<u>MTCU Operating Grant Received</u>		<u>254,250</u>	<u>513,000</u>	<u>513,000</u>	<u>513,000</u>	<u>513,000</u>
<b>Total</b>		<b><u>537,468</u></b>	<b><u>1,084,448</u></b>	<b><u>1,084,448</u></b>	<b><u>1,084,448</u></b>	<b><u>1,084,448</u></b>
<b>Expenses</b>						
Academic Direct						
		263,057	396,195	396,195	396,195	396,195
Program Coordinator		23,649	23,649	23,649	23,649	23,649
Part Time Support						
Course Supplies	2,000	57,983	105,983	105,983	105,983	105,983
Tuition Set Aside		14,161	28,572	28,572	28,572	28,572
Dean & Other academic costs		59,121	119,289	119,289	119,289	119,289
<b>Total</b>	<b>\$ 2,000</b>	<b>\$ 417,971</b>	<b>\$ 673,688</b>	<b>\$ 673,688</b>	<b>\$ 673,688</b>	<b>\$ 673,688</b>
<b>Net Contribution or (Cost) of Proposed New Program before Overheads</b>		119,497	410,760	410,760	410,760	410,760
<b>Contribution %</b>		22.2%	37.9%	37.9%	37.9%	37.9%
<b>Startup and Replacement Capital Costs</b>						
<b>Development Costs</b>	27,508					
<b>College Overhead</b>		175,214	353,530	353,530	353,530	353,530
<b>Net Contribution or (Cost) of Proposed New Program</b>	<b><u>(\$27,508)</u></b>	<b><u>(\$55,718)</u></b>	<b><u>\$57,230</u></b>	<b><u>\$57,230</u></b>	<b><u>\$57,230</u></b>	<b><u>\$57,230</u></b>
<b>Cumulative Cash Flow</b>	<b>(25,508)</b>	<b>\$93,989</b>	<b>\$504,749</b>	<b>\$915,508</b>	<b>\$1,326,268</b>	<b>\$1,737,028</b>

## Assumptions:

1. Dean and other academic administrative expenses allocated at 11% of revenue
2. College overhead is allocated at 32.6% of revenue

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 7.1

**Report Title:** Financial Position as at February 28, 2019  
**Report to:** Public Board Meeting **Date:** March 27, 2019  
**Requested Action:** For Information  
**Prepared and Submitted by:** Angie Sims, Director of Budget Services

#### OVERVIEW / BACKGROUND

Month end reporting outlining the financial position of the College as at February 28, 2019.

#### ANALYSIS / PROPOSED OPTIONS

The overall assessment of the financial position as at February 28, 2019 is that the College is on track to building its surplus / contribution to reserves for year end. A reforecast for the year now provides for a projected year end surplus of \$9.7 million. The most significant driver of this adjustment is increased international enrolments from returning students.

#### RISK CATEGORY

☐ External Environment   
 ☐ Internal Environment   
 ☒ Financial   
 ☐ Human Resources  
☐ Information Technology   
☐ Legal   
☐ Operational   
☐ Strategic   
☐ N/A

#### RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College **receive this report for information.**

#### SUPPORTING DOCUMENTATION

- Statement of Revenue and Expenses – Prior year trending analysis as at February 28, 2019 – 4<sup>th</sup> Quarter reforecast as at February 28, 2019

SIR SANDFORD FLEMING COLLEGE  
Statement of Revenue and Expenditures  
For the Period Ending February 28, 2019



	Current Year - 91.6% of year expired				Prior Year - 91.6% of year expired.			Variance	Comments
	Actual To 28-Feb-2019	Budget Current Year	YTD/Budget %	YTD % of Latest Est	Actual To 28-Feb-2018	Actual Prior Year	YTD/Year %	Difference %	
Revenue									
Grants and Reimbursements	\$ 42,898	\$ 51,333	83.6%	84%	\$ 38,964	\$ 47,093	82.7%	0.8% F	as anticipated
Full-time Tuition	61,893	56,315	109.9%	106%	45,166	40,464	111.6%	-1.7% U	winter carry over to be booked
Part-time Tuition	3,626	3,520	103.0%	102%	3,108	2,950	105.4%	-2.3% U	winter carry over to be booked
Student Tuition Fees	65,519	59,834	109.5%	106%	48,274	43,414	111.2%	-1.7% U	as anticipated Timing of contracts changed from prior year comparative. No budget risk to note. Panama contract to wind up in a couple of weeks.
Contract Training	314	934	33.6%	34%	829	1,166	71.1%	-37.5% U	
Other Income									
Other Income	8,564	9,810	87.3%	83%	7,653	9,664	79.2%	8.1% F	YTD receipts are trending high with an increase in revenues coming from increased enrolments.
Ancillary Fees	5,637	5,671	99.4%	98%	4,876	5,023	97.1%	2.3% F	
Total Other Income	14,201	15,482	91.7%	88%	12,529	14,688	85.3%	6.4% F	
Amortization of Deferred Capital Contributions	3,775	4,393	85.9%	86%	3,697	4,104	90.1%	-4.1% U	
Total Operating Revenues	126,707	131,976	96.0%	94%	104,294	110,465	94.4%	1.6% F	Overall increase in revenue is forecast
Skills Programs	2,626	3,650	71.9%	72%	2,805	3,752	74.8%	-2.8% U	receipt of all project funds subject to timing variance from prior year comparatives - no budget risk anticipated
Tuition Holdback Bursaries	2,296	3,050	75.3%	75%	2,010	2,123	94.7%	-19.4% U	
Ministry Bursaries	565	582	97.1%	97%	480	595	80.7%	16.4% F	
Special Projects	3,330	4,471	74.5%	74%	2,128	2,954	72.0%	2.4% F	
Facilities Renewal and Renovation Projects	300	676	44.4%	44%	1,648	623	264.5%	-220.1% U	
Ancillary Operations	6,012	6,007	100.1%	100%	5,532	5,632	98.2%	1.9% F	Parking revenues have small increase ove
Total Revenue	\$ 141,836	\$ 150,413	94.3%	93%	\$ 118,897	\$ 125,935	94.4%	-0.1% U	



**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending February 28, 2019**



	Current Year - 91.6% of year expired				Prior Year - 91.6% of year expired.			Variance	
	Actual To 28-Feb-2019	Budget Current Year	YTD/Budget %	YTD % of Latest Est	Actual To 28-Feb-2018	Actual Prior Year	YTD/Year %	Difference %	Comments
<b>Expenditures</b>									
<b>Salaries and Benefits</b>									
Salaries FT Academic	18,531	21,478	86.3%	86%	15,825	18,335	86.3%	0.0% F	
Salaries FT Administrative	7,549	9,332	80.9%	81%	6,586	8,138	80.9%	0.0% F	
Salaries FT Support	13,724	15,473	88.7%	89%	12,949	14,837	87.3%	1.4% U	
<b>Salaries, Full Time</b>	<b>\$ 39,804</b>	<b>\$ 46,283</b>	<b>86.0%</b>		<b>\$ 35,359</b>	<b>\$ 41,309</b>	<b>85.6%</b>	<b>0.4% U</b>	No significant variance anticipated added PT capacity required due to added enrolments, however also adding capacity to projects related to new program development and alike from \$2 M investment fund
Salaries PT Academic	12,390	15,341	80.8%	73%	8,245	10,801	76.3%	4.4% U	
Salaries PT Other	2,714	3,848	70.5%	73%	2,187	2,713	80.6%	-10.1% F	student wages & PT support are under utili
<b>Salaries, Part Time</b>	<b>15,103</b>	<b>19,190</b>	<b>78.7%</b>	73%	<b>10,432</b>	<b>13,514</b>	<b>77.2%</b>	<b>1.5% U</b>	
<b>Benefits</b>	<b>11,569</b>	<b>14,214</b>	<b>81.4%</b>	81%	<b>9,919</b>	<b>11,249</b>	<b>88.2%</b>	<b>-6.8% F</b>	
<b>Total Salaries and Benefits</b>	<b>66,477</b>	<b>79,686</b>	<b>83.4%</b>	<b>82%</b>	<b>55,711</b>	<b>66,073</b>	<b>84.3%</b>	<b>-0.9% F</b>	
	21.1%	21.7%			21.7%	20.5%			
<b>Non-Salary Expenses</b>									
<b>Instructional Support Costs</b>	<b>5,513</b>	<b>6,292</b>	<b>87.6%</b>	88%	<b>4,952</b>	<b>5,299</b>	<b>93.4%</b>	<b>-5.8% F</b>	No significant variance anticipated Budget Risk - professional development budget not being utilized. Anticipated underspending will occur
<b>Travel and Professional Development</b>	<b>1,194</b>	<b>2,032</b>	<b>58.7%</b>	69%	<b>869</b>	<b>1,340</b>	<b>64.8%</b>	<b>-6.1% F</b>	Underspend anticipated, cancellation of project
<b>Advertising</b>	<b>956</b>	<b>1,227</b>	<b>77.9%</b>	83%	<b>680</b>	<b>938</b>	<b>72.5%</b>	<b>5.4% U</b>	Added cost of international health insurance with added students, offset within revenues
<b>Telephone, Audit, Legal &amp; Insurance</b>	<b>2,853</b>	<b>3,454</b>	<b>82.6%</b>	79%	<b>1,679</b>	<b>2,633</b>	<b>63.8%</b>	<b>18.8% U</b>	No significant variance anticipated
<b>Equipment Maintenance</b>	<b>532</b>	<b>655</b>	<b>81.1%</b>	81%	<b>514</b>	<b>595</b>	<b>86.4%</b>	<b>-5.2% F</b>	No significant variance anticipated
<b>Plant and Security</b>	<b>2,327</b>	<b>2,850</b>	<b>81.7%</b>	82%	<b>2,110</b>	<b>2,656</b>	<b>79.4%</b>	<b>2.2% U</b>	Reduced tax bill observed
<b>Rentals and Taxes</b>	<b>723</b>	<b>1,044</b>	<b>69.3%</b>	75%	<b>721</b>	<b>708</b>	<b>101.8%</b>	<b>-32.5% F</b>	Budget Risk, utility coming in higher than anticipated for winter
<b>Utilities</b>	<b>2,111</b>	<b>2,557</b>	<b>82.5%</b>	74%	<b>2,195</b>	<b>3,167</b>	<b>69.3%</b>	<b>13.3% U</b>	
<b>Contract Services Trent</b>	<b>0</b>	<b>2,280</b>	<b>0.0%</b>		<b>0</b>	<b>2,295</b>	<b>0.0%</b>	<b>0.0% U</b>	
<b>Services &amp; Other</b>	<b>6,642</b>	<b>8,984</b>	<b>73.9%</b>	74%	<b>4,223</b>	<b>7,095</b>	<b>59.5%</b>	<b>14.4% U</b>	Variance from prior year due to change in timing of payment for agent commission
<b>Long Term Debt Interest</b>	<b>39</b>	<b>82</b>	<b>47.3%</b>	47%	<b>43</b>	<b>47</b>	<b>91.9%</b>	<b>-44.5% F</b>	Added interest to budget in anticipation of SIF loan
<b>Amortization of Capital Assets</b>	<b>5,351</b>	<b>6,604</b>	<b>81.0%</b>	81%	<b>5,025</b>	<b>5,596</b>	<b>89.8%</b>	<b>-8.8% F</b>	
<b>Total Non-Salary Expenses</b>	<b>28,241</b>	<b>38,062</b>	<b>74.2%</b>	<b>74%</b>	<b>23,009</b>	<b>32,369</b>	<b>71.1%</b>	<b>3.1% U</b>	
<b>Total Operating Expenditures</b>	<b>94,718</b>	<b>117,748</b>	<b>80.4%</b>	<b>79%</b>	<b>78,720</b>	<b>98,442</b>	<b>80.0%</b>	<b>0.5% U</b>	Overall increase in operating expenditures are anticipated however are fully offset by added revenue
<b>Investments</b>	<b>2,739</b>	<b>5,633</b>	<b>48.6%</b>	51%	<b>1,695</b>	<b>3,415</b>	<b>49.6%</b>	<b>-1.0% F</b>	
<b>Skills Programs</b>	<b>2,626</b>	<b>3,650</b>	<b>71.9%</b>	72%	<b>2,805</b>	<b>3,752</b>	<b>74.8%</b>	<b>-2.8% F</b>	
<b>Tuition Holdback Bursaries</b>	<b>2,296</b>	<b>3,050</b>	<b>75.3%</b>	75%	<b>2,010</b>	<b>2,123</b>	<b>94.7%</b>	<b>-19.4% F</b>	
<b>Ministry Bursaries</b>	<b>565</b>	<b>582</b>	<b>97.1%</b>	97%	<b>480</b>	<b>595</b>	<b>80.7%</b>	<b>16.4% U</b>	
<b>Special Projects</b>	<b>3,330</b>	<b>4,471</b>	<b>74.5%</b>	74%	<b>2,128</b>	<b>2,913</b>	<b>73.1%</b>	<b>1.4% U</b>	Expenditures within projects subject to variance from prior year cashflow, no budget risk
<b>Facilities Renewal and Renovation Projects</b>	<b>300</b>	<b>704</b>	<b>42.6%</b>	43%	<b>1,648</b>	<b>1,682</b>	<b>98.0%</b>	<b>-55.3% F</b>	
<b>Ancillary Operations</b>	<b>4,693</b>	<b>5,816</b>	<b>80.7%</b>	81%	<b>4,327</b>	<b>5,200</b>	<b>83.2%</b>	<b>-2.5% F</b>	
<b>Total Expenditures</b>	<b>\$ 111,268</b>	<b>\$ 141,653</b>	<b>78.5%</b>	<b>78%</b>	<b>\$ 93,814</b>	<b>\$ 118,122</b>	<b>79.4%</b>	<b>-0.9% F</b>	
<b>Net</b>	<b>\$ 30,569</b>	<b>\$ 8,759</b>	<b>349.0%</b>		<b>\$ 25,083</b>	<b>\$ 7,813</b>	<b>321.0%</b>		Net bottom line of College anticipated to exceed budget surplus

SIR SANDFORD FLEMING COLLEGE  
Statement of Revenue and Expenditures  
Fourth Quarter Reforecast  
For the Period Ending February 28, 2019

Current Year									
	Actual To 28-Feb-2019	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Reforecast / Latest Estimate of Year	Budget	Variance	Comment
Revenue		April - June	July - Sept	Oct - Dec	Jan - Feb (actual)	March			
Grants and Reimbursements	\$ 39,228	\$ 12,432	\$ 11,790	\$ 11,426	\$ 3,580	\$ 11,705	\$ 50,933	\$ 51,333 -	400
									Increase in overall international students thus an increase in the grant "clawback" is anticipated. Additionally our second career enrolments have declined.
Tuition Reg FT Winter (2018 - 4 weeks)	2,219	2,219					2,219		
Tuition Reg FT Spring	-2				-884		-886		
Tuition 2007 Reg FT Spring	-933				933				
Tuition Add Cost Rec FT Spring	-2				2				
Tuition 2007 FT Spr High Deman	-790				-158		-948		
Tuition Reg Tui Short FT Sprin									
Tuition Reg FT Spring	1,728	1,636	92	-1			1,728		
Tuition Reg FT Fall	8,369		8,243	110	16	71	8,440		
Tuition Reg FT Winter	7,270			2,833	4,437	82	7,352		
Tuition Reg FT Winter (2019 - 3 weeks)						-1,819	-1,819		
FT Domestic Tuition	19,585	3,855	8,335	2,942	4,453	-1,666	17,919	17,681	239
									Program mix (higher tuition program enrolments than in plan)
Tuition Reg FT Winter (2018 - 4 weeks)	2,821	2,821			1		2,821		
Tuition International FT Spring	11,416	11,460	-45		-3		11,416		
Tuition International FT Fall	13,892		13,922	-28			13,892		
Tuition International FT Winter	14,160			9,579	4,580	106	14,265		
Tuition Reg FT Winter (2019 - 3 weeks)						-2,160	-2,160		
FT International Tuition	42,288	14,281	13,877	9,551	4,578	-2,054	40,234	38,512	1,722
Full-time Tuition	61,873	18,136	22,212	12,494	9,032	-3,720	58,153	56,192	1,961
									Returning students are higher than budget with intake approaching targets, overall anticipate an increase in overall tuition (~ 260 students)
Apprenticeship Classroom Fee	166		68	81	17		166	122	44
Tuition Waiver	-147		-93	-39	-15	147			
Tuition Reg PT Spring	1,403	1,307	106	-13	4		1,403		
Tuition Reg PT Fall	836		671	165	1		836		
Tuition Reg PT Winter	1,386	200	140	195	851	-74	1,312		
Part-time Tuition	3,626	1,507	917	346	856	-74	3,552	3,520	32
									Pick up winter PT enrolment activity
Student Tuition Fees	65,519	19,643	23,104	12,882	9,890	-3,648	61,871	59,834	2,037
Contract Training	314	109	85	108	13	620	934	934	-
									No anticipated change, trending variance due to timing of contracts related to Panama contract delivery.
Other Income									
Other Income	8,564	1,077	3,810	1,694	1,983	1,798	10,362	9,810	552
Ancillary Fees	5,637	1,081	2,275	1,033	1,247	143	5,779	5,671	108
Total Other Income	14,201	2,158	6,085	2,728	3,230	1,941	16,141	15,482	660
									added students increase fees such as international health insurance plus increase in bookstore and cafeteria commissions are anticipated from current trending anticipated increase in students
Amortization of Deferred Capital Contributions	3,775	1,030	1,195	1,069	481	617	4,393	4,393	-
Total Operating Revenues	123,037	35,372	42,258	28,212	17,194	11,236	134,272	131,976	2,297
Skills Programs	2,626	696	1,100	727	103	1,024	3,650	3,650	-
Tuition Holdback Bursaries	2,296	379	223	941	754	754	3,050	3,050	-
Ministry Bursaries	565	125	50	360	31	17	582	582	-
Special Projects	3,330	643	807	1,295	586	1,141	4,471	4,471	-

**SIR SANDFORD FLEMING COLLEGE**  
*Statement of Revenue and Expenditures*  
*Fourth Quarter Reforecast*  
*For the Period Ending February 28, 2019*

	Current Year							Variance	Comment
	Actual To 28-Feb-2019	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast		Reforecast / Latest Estimate of Year		
		April - June	July - Sept	Oct - Dec	Jan - Feb (actual)	March			
Facilities Renewal and Renovation Projects	300	18	214	-33	100	376	676	676	-
Ancillary Operations	6,012	455	2,986	1,534	1,036	-5	6,007	6,007	-
<b>Total Revenue</b>	<b>\$ 138,166</b>	<b>\$ 37,688</b>	<b>\$ 47,639</b>	<b>\$ 33,035</b>	<b>19,804</b>	<b>14,543</b>	<b>\$ 152,709</b>	<b>\$ 150,412</b>	<b>2,297</b>



SIR SANDFORD FLEMING COLLEGE  
Statement of Revenue and Expenditures  
Fourth Quarter Reforecast  
For the Period Ending February 28, 2019

Current Year									
	Actual To 28-Feb-2019	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Reforecast / Latest Estimate of Year	Budget	Variance	Comment
Expenditures		April - June	July - Sept	Oct - Dec	Jan - Feb (actual)	March			
Salaries and Benefits									
Salaries FT Academic	18,531	4,696	5,559	4,893	3,383	2,946	21,478	21,478	-
Salaries FT Administrative	7,549	1,540	2,599	2,072	1,339	1,782	9,332	9,332	-
Salaries FT Support	13,724	3,476	4,213	3,627	2,407	1,750	15,473	15,473	-
Salaries, Full Time	39,804	9,712	12,371	10,593	7,129	6,479	46,283	46,283	-
Salaries PT Academic	12,390	2,549	3,519	4,322	2,000	4,627	17,016	15,341	1,675
Salaries PT Other	2,714	561	776	951	426	1,007	3,720	3,848	-128
Salaries, Part Time	15,103	3,110	4,295	5,272	2,426	5,633	20,737	19,190	1,547
Benefits	11,569	3,068	3,318	2,945	2,239	2,784	14,353	14,214	139
Total Salaries and Benefits	66,477	15,890	19,983	18,810	11,794	14,896	81,373	79,686	1,686
	21.1%	23.9%	19.9%	18.6%	23.2%	23.2%	21.4%	21.7%	
Non-Salary Expenses									
Instructional Support Costs	5,513	2,259	951	1,502	801	779	6,292	6,292	-
Travel and Professional Development	1,194	219	314	433	227	538	1,732	2,032	-300
Advertising	956	105	254	342	256	196	1,152	1,227	-75
Telephone, Audit, Legal & Insurance	2,853	653	421	1,648	130	773	3,626	3,454	-172
Equipment Maintenance	532	246	99	136	50	124	655	655	-
Plant and Security	2,327	313	344	932	739	523	2,850	2,850	-0
Rentals and Taxes	723	218	384	46	75	235	958	1,044	-86
Utilities	2,111	172	643	845	450	726	2,837	2,557	280
Contract Services Trent	0	0	0	0	0	2,280	2,280	2,280	-
Services & Other	6,642	884	2,805	2,105	848	2,341	8,984	8,984	-
Long Term Debt Interest	39	9	13	9	9	43	82	82	-
Amortization of Capital Assets	5,351	1,182	2,039	1,732	397	1,254	6,604	6,604	-
Total Non-Salary Expenses	28,241	6,261	8,267	9,730	3,983	9,811	38,053	38,062	-9
Total Operating Expenditures	94,719	22,151	28,250	28,541	15,776	24,707	119,426	117,748	1,677
Investments	2,739	799	103	1,319	518	893	3,633	3,633	-
Contingency-Investments						1,725	1,725	2,000	-275
Skills Programs	2,626	696	791	711	427	1,024	3,650	3,650	-
Tuition Holdback Bursaries	2,296	379	223	941	754	754	3,050	3,050	-
Ministry Bursaries	565	125	50	360	31	17	582	582	-
Special Projects	3,330	643	807	1,295	586	1,141	4,471	4,471	-
Facilities Renewal and Renovation Projects	300	18	214	-18	85	404	704	704	-
Ancillary Operations	4,693	961	1,598	1,441	694	1,123	5,816	5,816	-
Total Expenditures	\$ 111,268	\$ 25,772	\$ 32,036	\$ 34,589	18,871	31,788	\$ 143,056	\$ 141,653	1,402
Net	\$ 26,898	\$ 11,916	\$ 15,603	-\$ 1,554	\$ 933	-\$ 17,245	\$ 9,653	\$ 8,759	894

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 7.2

**Report Title: Projects and Property Update**

**Report to: Public Board Meeting**

**Date: March 27, 2019**

**Requested Action: For Information**

**Prepared and Submitted by: Terry Williams, Director Physical Resources**

### OVERVIEW / BACKGROUND

The past several months has been an active period for projects and property improvements. The following high-level summary identifies a variety of renovations, repairs, new construction and general property updates that are completed or in progress.

#### FROST CAMPUS

##### *Facilities Renewal*

- HVAC replacement, Aux Lodge, Fieldhouse, Main Building (G)
- LED lighting upgrade, all buildings (G)
- Replace Wind Turbine (G)
- New Condensing Boilers at Residences (G)
- New Water Heaters in Residences (G)
- New Hot Water Heaters in Main Building (G)
- New HVAC controls (G)
- Upgrading existing lights to LED (G)
- Replacement of windows and exterior doors (G)
- Asphalt repairs, various locations
- Design work for CAWT Lab
- Installation of new Fume Hoods Frost rooms 123, 128, 132, 190

##### *Strategic Investment Fund (Frost SIF) Project*

- Complete

#### HALIBURTON CAMPUS

##### *Facilities Renewal*

- Roof replacements/repairs
- Roof Replacements on Cabins
- Interior painting (various locations)
- LED lighting upgrade (G)
- New HVAC units (G)
- New weather stripping on existing doors (G)
- New doors in basement (G)
- New accessible door operators

#### SUTHERLAND CAMPUS

##### *Facilities Renewal*

- Stacked brick replacement on Desbiens Wing exterior
- New garbage compactor installed
- Fleming College, Sutherland Campus sign on A-wing North Entrance
- Hand Rail Replacement – various stairwells
- Interior painting (various locations)

- Library Circulation desk installation – Frost and Sutherland)
- Portable relocation from SIF project
- New receiving door (dock 8) installed and loading dock roof repaired
- D Wing electrical raceway installed
- New Simulation Jail Cell installed
- Transportation Lounge Counter and related signage installed
- LED lighting upgrade **(G)**
- Ceiling Replacement (various locations)
- Flooring replacement (various locations)
- Security camera expansion (52)
- Asphalt repairs, various locations
- New efficient condensing boilers at Residences (12) **(G)**
- New Hot Water Heaters in Residences (6) **(G)**
- New HVAC units (3) **(G)**
- Refurbishment of existing HVAC units **(G)**
- Purchase of new Data Centre Cooling Units **(G)**
- Installation of Destratification Fans, Main Lobby and Campus Link **(G)**
- Planting of 100 Coniferous trees around Sutherland Campus **(G)**
- Replacement of exterior doors that pre-date 1980 **(G)**
- Renovation of Space for Indigenous Student Services
- Renovation of washrooms in C Wing
- C1109 Office Renovation
- Chemistry Lab refresh
- Culinary Lab refresh
- Renovation for Health and Counselling Services.
- Renovation for International (new dedicated space created) and General Student Services.
- Refresh of Academic Operations Space
- Renovation for Reflection (Prayer) Room
- Renovation of another new Wireless Internet Networking program (WIN) Lab
- New Lighting in Engineering Commons and new study stations
- Roof Condition Assessment Survey
- Roof repairs

***Strategic Investment Fund (Sutherland A-Wing SIF) Project***

- Complete, including East Façade portion funded from GGCRP Grant

Notes:

A status update on the GGCRP project will be provided at the meeting

**(G)** = Greenhouse Gas Campus Retrofits Program (GGCRP) Innovation Grant project component

## SUBMISSION TO THE BOARD OF GOVERNORS

### Agenda Item 7.3

**Report Title:** Quality Assurance Monitoring Report  
**Report to:** Public Board Meeting  
**Requested Action:** For Information  
**Prepared and Submitted by:** Molly Westland, Director of Academic Quality, Planning and Operations  
**Date:** March 27, 2019

#### OVERVIEW / BACKGROUND

The Board requested a monthly update to demonstrate the status of the College in meeting the OCQAS Audit Report Recommendations.

#### ANALYSIS / PROPOSED OPTIONS

The Quality Assurance Dashboard – March 2019 demonstrates that we have made strides in our Professional Development Plans, VLO mapping in Evolve, Annual and Cyclical Program Review and the Program Efficacy plans.

Advancements this month have included:

1. The roll out of a revised Administrator's Performance Management Process including a Professional Development Plan, a revised Faculty Development Plan scheduled for pilot this spring and a revised teacher and course evaluation form and process for pilot in the coming weeks.
2. The Academic Operations Department has successfully created within Evolve, the ability to map Vocational Learning Outcomes of Programs and post them to the External web pages of programs as well as to the student's myCampus application. The Quality Unit are entering the current program maps during this spring's Annual Review Cycle.
3. The annual and cyclical program review programs have been rolled out with additional tools and training for chairs and faculty. Check ins with chairs have indicated that cyclical reviews (started in January) have been mostly moving along as planned. Additional Learning Design Supports have been provided for identified programs with challenges.
4. The Integrated Program Planning Process (renamed the Program Efficacy Review) had a second tier added to capture the qualitative measures of program health. New measures have been created that match the strategic direction of the college and will be utilized to support the College's Program Mix. The Quality Office is collecting Tier 2 data to aid in decision support of the Academic Division by mid-May.

The continued forward momentum of quality assurance activities through operational frameworks, accountability, systems and measures, and professional development, will ensure compliance with OCQAS Audit Report, create a dynamic healthy program mix and assist us in meeting our strategic plan aspirations.

#### RISK CATEGORY

☐ External Environment   
 ☐ Internal Environment   
 ☐ Financial   
 ☐ Human Resources  
☐ Information Technology   
☒ Legal   
☒ Operational   
☒ Strategic   
☐ N/A

## **RECOMMENDATION**

In addition to the College successfully meeting the OCQAS recommendations, a clear vision and commitment to quality is being developed that will support the College in its strategic plan.

It is recommended the Board of Governors of Sir Sandford Fleming College receive this report for information.





## **SUPPORTING DOCUMENTATION**

- Quality Assurance Dashboard – March 2019

# OCQAS Quality Audit Improvement Plan Progress Report

## Operational Framework




### Governance

-  Strategic Planning
-  College Organizational Structure
-  Board of Governors
-  Committee Structure

### Policy & Procedure

-  Quality Assurance focused Development & Redesign

#### Legend:





-  Proceeding well; Completion by end of 2018/2019
-  Underway, additional resources required; Completion by end of 2019
-  Work in Progress; Anticipated completion 2020

[Click here to download additional definitions and terminology](#)



[Click here to download Quality Assurance detailed plan with updates](#)

## Accountability

### Develop Annual Auditing Processes

-  Curriculum Mapping
-  Program Advisory Committees (PAC)
-  Annual & Cyclical Program Review (APR/CPR)
-  Professional Development Plans **UPDATE**

### Access to Policy & Procedure

-  External Access
-  Improved Access for Students










### Administrator Accountability

-  Consideration of Quality in Annual Performance Review

# OCQAS Quality Audit Improvement Plan Progress Report





## Systems & Measurement

### Data Management Systems




-  Program Advisory Committee (PAC) Recommendations
-  VLO/EES Mapping in Evolve **UPDATE**
-  Annual & Cyclical Program Review (APR/CPR) **UPDATE**
-  Teacher and Course Evaluations
-  Program Efficacy Plans **UPDATE**
-  Gen Ed Mapping
-  Service Area Quality Assurance Evaluation Process
-  Risk Registry
-  Professional Development Plan Tracking

## Professional Development







### Orientation & Onboarding

-  Full-time faculty
-  Contract faculty
-  Support staff
-  Administrators

### Ongoing Human Resource Development

-  Coordinator's Toolkit
-  Faculty Evaluation Process
-  Organizational Professional Development Plan

### Supports to Program Quality

-  Development of Academic Plan
-  Increased awareness of Curricular Excellence Model
-  Work Integrated Learning Assessment Best Practices
-  Implementation of Student Advising Model
-  VLO focussed Faculty Professional Development
-  Assessment Mapping Processes for Program Review

**Fleming College**



## PRESIDENT'S REPORT

Public Board Meeting – March 27 2019

Agenda Item 7.5

The following is a summary of key updates of the President to the Board of Governors since the verbal update of the February 2019 Board meeting.

### College System Update

- On March 19, 2019, the Ontario Government released the public results of a survey conducted by a CCI Research Inc. on behalf of the government. The survey was conducted to gather information about perceptions and experiences of sexual violence directly from students that are part of publicly assisted colleges, universities and private career colleges. It was conducted between February 16 2018 and April 2, 2018. The focus of the survey was to gather input regarding: perceptions of consent, knowledge of sexual violence supports, services and reporting procedures, experiences of sexual violence, satisfaction with institutional response to sexual violence and behaviour of bystanders. The response rate for the college sector was 16.3% as compared to the university sector at 26.5%.

Fleming scored poorly in the area of knowledge of supports, services and reporting procedures as well as the number of incidences reported including stalking and non-consensual experiences. However, Fleming did have credible scores for satisfaction with institutional response and did well in the area of bystander support.

It is important to note that these numbers are not the same as those reported to the Board in November. That report was an internal Fleming report based on Student Service data. Further, during the first 6 months of 2018/19 academic year, incidences have declined as compared to the same period last year.

Fleming will proceed to review the sexual violence policy and bring this to the Board by September 2019 including a report of measures taken to date to support students. A task force with diverse student representation will be established by June 2019 and provide feedback on policy, education strategies and awareness campaigns.

- The government has reconsidered its original approach to student ancillary fees and what will be included in the discretionary component. The impact that was anticipated has been reduced significantly. Discretionary items will now include Alumni fees and Information Technology fees. The total impact will be a revenue loss of \$218K and \$1.4m, respectively. Mitigation strategies are being considered.

### Government Relations

- Attendance at the Women in Power luncheon at the Albany Club during International Women's Week allowed an opportunity to showcase Fleming College to Minister Fullerton and the Chair of Treasury Board.
- The CEO of Colleges Ontario has led the charge with respect to the survey results discussed above. Colleges were advised of this possibility March 14, 2019 and attempted to influence the communication plan for the unveiling of the data. Fleming anticipated that it would be college specific and prepared accordingly. To date, there has been no media inquiries.



## **Fleming Strategy**

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- The consultation process concluded on March 4, 2019. More than 400 people participated and there were some consistent themes as were presented to the Board during its February meeting.

Work has continued including the review of all material to the Steering Committee in March and a visioning session of the Steering Committee and the Senior Management Team was held on the afternoon and evening of March 25, 2019. More detail will be provided to Governors through the In-Camera agenda. A full discussion of this will be held at the April Board meeting with final Board approval anticipated by no later than May 2019, including a communication plan.

## **Fleming Operations**

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- The new senior team is forming. The Vice President of Human Resources and Organizational Effectiveness joins the College on March 25, 2019. The new Vice President of Academic Experience will begin April 15, 2019. It is expected that there will be a Vice President Student Experience in place by late April or early May.
- Following the visit of senior government officials in March, the President of Fleming along with the President of Trent University will be visiting Panama in mid-April to sign MOU's and establish a relationship to bring Panamanian students to Fleming. This is part of our diversification strategy. The focus of these students is primarily on water technology and drilling and blasting.

## **In Our Community**

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- The President spoke at I.E. Weldon Secondary School in Lindsay during International Women's Week to encourage young women to consider trades and talk about the possible career journeys and challenges ahead.
- Frost Campus hosted senior Panamanian officials along with Trent University staff and faculty. The President hosted a light lunch for the party.
- Student Services hosted a cultural showcase with entertainment by domestic and international students that was extremely well attended.
- Most of the senior team experienced an Autism Reality Simulator that was designed by the School of Justice and Community Development and a student.
- The President delivered opening remarks for an event as organized by the College's Community Integration through Cooperative Education (CICE) program students and faculty in partnership with Student Administrative Council (SAC). Cody Crowley, a Canadian Boxing Champion spoke to students about never giving up on their dreams and the challenges, hard work, and perseverance it takes to be successful.
- Provided remarks at the Grand Opening of the Pool Pod at the Peterborough Sports and Wellness Centre.
- Ceremonial puck drop at the annual Fleming Night at the Petes game.

## **Fleming in the News**

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### [Peterborough Officials react to federal budget](#)

CHEX broadcast | March 20, 2019

### [Kawartha Lakes adopts its first Healthy Environment Plan](#)

Lindsay Advocate | March 20, 2019

### [Peterborough work is part of global effort to set goals to sustain our planet](#)

Peterborough Examiner | March 20, 2019

### [Peterborough Innovation Cluster could expand to Kawartha Lakes through pilot project](#)

Peterborough Examiner | March 20, 2019

### [Ecosystem Conference](#)

11<sup>th</sup> Annual EcoHealth Conference, hosted by 3<sup>rd</sup> year Ecosystem Management Technology Students taking place March 23, 2018

Fleming News Release | March 19, 2018

### [Chefs ready to cook at Gardens of Peterborough benefit](#)

Peterborough Examiner | March 17, 2019

### [Peterborough-area gardeners can join Mark Cullen for lunch](#)

Peterborough Examiner | March 17, 2019

### [How flood prevention is managed in Peterborough](#)

Peterborough Examiner | March 12, 2019

### [Fleming College students using simulator to experience what it's like to live with autism](#)

Peterborough Examiner | March 12, 2019

### [Galerie Q, The Millbrook Gallery combining into one location in Millbrook](#)

Peterborough Examiner | March 11, 2019

### [Fleming College students design planter that disintegrates in six weeks for entrepreneurship contest](#)

Peterborough Examiner | March 7, 2019

### [Former champion figure skater now an advocate for mental health](#)

Peterborough Examiner | March 6, 2019

### [First Responders Cup raises \\$15K for mental health cause](#)

Peterborough Examiner | February 27, 2019

### [Community forum will look at UN sustainability goals](#)

Peterborough Examiner | February 24, 2019

### [Fleming Knights repeat as OCAA women's curling bronze medalists](#)

Peterborough Examiner | February 20, 2019

### [Peterborough to host 55+ Games this Summer](#)

Peterborough Examiner | February 16, 2019

[Boxer Cody Crowley inspires Fleming College students](#)

Peterborough Examiner | February 06, 2019

[Fleming College Student Council opposing OSAP changes](#)

Peterborough Examiner | January 31, 2019

[College pledges to adapt to tuition reduction](#)

Haliburton Echo | January 22, 2019

[5,900 bras heading to northern Ontario First Nation communities](#)

Global New | January 22, 2019

[There's more to post-secondary tuition cuts than meets the eye](#)

Global News | January 21, 2019

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