



Board of Governors September 2020 – Public Meeting

Meeting Date:	September 30, 2020
Meeting Time:	10:00 a.m.
Meeting Information:	B3330, Sutherland Campus or Via Zoom – details provided in the calendar invite

Meeting Agenda

1. Call to Order, Traditional Territory Acknowledgement and Confirmation of Quorum
2. Welcome to New Governors
3. Declaration of Conflict
4. Approval of Meeting Agenda
5. Consent Agenda
The following items will be addressed through the consent agenda unless specifically requested to be removed for separate attention, by request.
 - 5.1 Minutes from June 24, 2020 meeting [📎](#) pages 3-6
 - 5.2 Contracts Awarded June 1, 2020 – August 31, 2020 [📎](#) page 7
6. Business Arising (not otherwise covered)

Decision Items

7.	Board of Governors Objectives 2020 -2021 📎 pages 8-10	D. Marinigh	10 min
8.	Enterprise Risk Management Policy 1-108 📎 pages 11-27	C. Bailey and S. Gosselin	15 min
9.	Updated March 31, 2021 Budget 📎 pages 28-51	F. Clifford and C. Bailey	15 min
10.	New Program Proposal <ul style="list-style-type: none">- 10.1 Entrepreneurship & Innovation – Ontario College Graduate Certificate 📎 pages 52-53	L. Poirier	10 min
11.	Annual Report 2019-2020 📎 pages 54-77	M. Adamson and S. Gosselin	10 min
12.	Business Plan 2020-2021 📎 pages 78-91		10 min

Information Items

- | | | | |
|-----|---|---------------------------------------|--------|
| 13. | Enrolment - material to be provided at meeting to ensure timeliness of data | R. Srdic, L. Poirier and D. Van Parys | 20 min |
| 14. | Board Chair Report - verbal | D. Marinigh | 10 min |
| 15. | President's Report 📄 pages 92 - 98 | M. Adamson | 10 min |

Discussion

- | | | | |
|-----|----------------|--|-------|
| 16. | Other Business | | 5 min |
|-----|----------------|--|-------|

Adjournment approximately 12:00 Noon



Board of Governors Public Meeting Minutes

Meeting Date: June 24, 2020
Meeting Location: Teleconference Meeting

Meeting Attendance

Present:

Mr. Dan Marinigh, Board Chair
Ms. Katherine MacIver, Vice Chair
Mr. Fred Clifford
Mr. Ben Currelly
Mr. Paul Downs
Ms. Allison Galbraith
Ms. Mary-Anne Hoggarth
Ms. Nicole Grady
Ms. Rosemarie Jung
Mr. Mike Leonard
Mr. Thom Luloff
Ms. Mary Lou McLean
Ms. Cathy Praamsma
Ms. Maureen Adamson, President

Senior Administration:

Ms. Cathy Bailey, Vice-President, Corporate Services
Ms. Christy DeMont, Chief Information Officer
Ms. Sandra Dupret, Vice President, Student Experience
Dr. Brett Goodwin, Vice President, Applied Research & Innovation
Ms. Sherry Gosselin, Director, Project Management and Institutional Research
Ms. Linda Poirier, Vice President, Academic Experience
Ms. Roni Srdic, Registrar
Mr. Drew Van Parys, Vice President, Economic and Community Development
Mr. Terry Williams, Director, Physical Resources
Ms. Esther Zdolec, Vice President, Human Resources and Organizational Effectiveness

Administrative Support:

Ms. Sandra Armstrong, Executive Assistant
Ms. Sarah Beirness, Manager of Operations

1. Call to Order, Welcome to the Traditional Territory and Confirmation of Quorum

The Chair called the meeting to order at 12:04 p.m. and acknowledged that the Board of Governors hosted the June 24, 2020 public teleconference meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

Quorum was confirmed, regrets noted, staff in attendance were welcomed.

President Adamson introduced Ms. Esther Zdolec, Vice President, Human Resources and Organizational Effectiveness and welcomed Ms. Linda Poirier to her first Board meeting in her role as Vice President, Academic Experience.

2. Declaration of Conflict

None identified.

3. Approval of Meeting Agenda

Moved by Mr. Clifford and seconded by Mr. Downs that the Board of Governors of Sir Sandford Fleming College approve the agenda of the June 24, 2020 public meeting as presented.

Carried

4. Consent Agenda

Moved by Ms. Grady and seconded by Ms. Jung that the Board of Governors of Sir Sandford Fleming College approve the consent agenda for the June 24, 2020 public meeting and, through this consent:

- *Approve the minutes of the March 25, 2020 Public Meeting;*
- *Receive the Summary of Investment Portfolios for information; and*
- *Receive the report on Contracts Awarded for information.*

Carried

5. Business Arising

None identified.

6. Program Revisions

The Chair welcomed Ms. Linda Poirier, Vice-President, Academic Experience and Dr. Brett Goodwin, Vice-President, Applied Research to present two (2) new program business cases for:

- Aquaculture Foundations Certificate; and
- Advanced Water Systems & Operations Management – Applied Research

Moved by Mr. Downs and seconded by Ms. McIver that the Board of Governors of Sir Sandford Fleming College approve the new program proposal to offer Aquaculture Foundations Certificate, for implementation Fall 2021.

Carried

Moved by Ms. Galbraith and seconded by Mr. Currelly that the Board of Governors of Sir Sandford Fleming College approve the new program proposal for Advanced Water Systems & Operations Management – Applied Research for implementation January 2021.

Carried

7. Investment Performance Report for 2019-2020

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services who joined the Chair of the Finance & Audit Committee, Mr. Fred Clifford, to present the Investment Performance Report for 2019-2020 for Board approval.

Moved by Mr. Clifford and seconded by Mr. Downs that Board of Governors of Sir Sandford Fleming College approve the Investment Performance Report for 2019-2020.

Carried

8. Finance and Audit Committee Work Planner 2020-2021

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services who joined the Chair of the Finance & Audit Committee, Mr. Fred Clifford, to present the Finance and Audit Committee Work Planner 2020-2021.

Moved by Mr. Clifford and seconded by Mr. Currelly that the Board of Governors of Sir Sandford Fleming College approve the Finance & Audit Committee Meeting Planner for 2020-2021.

Carried

9. Draft 2020-2021 Financial Plan (Preliminary Budget)

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services who joined the Chair of the Finance & Audit Committee, Mr. Fred Clifford, to present the Draft 2020-2021 Financial Plan (Preliminary Budget)

Moved by Mr. Clifford and seconded by Mr. Downs that the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2020-2021 Preliminary Budget which provides for:

- Revenue of \$137,567,507
- Expenditures of \$146,731,610
- Capital Expenditure of \$7,425,223
- Net Assets at March 31, 2021 of \$33,044,000; and,

that given the recent submission deadline extension to September 30, 2020, the Preliminary Budget be utilized by staff as an internal working budget to be updated as more information is known and presented to the Finance & Audit Committee and Board of Governors in September 2020 prior to submission to the Ministry of Colleges and Universities (MCU).

Carried

10. Internally Restricted Net Assets

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services who joined the Chair of the Finance & Audit Committee, Mr. Fred Clifford, to present the report on the College's Internally Restricted Net Assets

Moved by Mr. Clifford and seconded by Ms. Galbraith that the Board of Governors of Sir Sandford Fleming College approve a decrease in Internally Restricted Net Assets of \$108,000 for the purposes of residence and other direct student services, offset by an increase for future Sports Field Complex capital repairs and improvements of \$10,000, effective March 31, 2020.

Carried

11. 2019 – 2020 Audited Financial Statements

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services who joined the Chair of the Finance & Audit Committee, Mr. Fred Clifford, to present the report on 2019 – 2020 Audited Financial Statements.

Moved by Mr. Clifford and seconded by Ms. Grady that the Board of Governors of Sir Sandford Fleming College approve the 2019-2020 Audited Financial Statements indicating Net Assets as at March 31, 2020 of \$ 42,207,664.

NOTE: KPMG will remove “Draft” and issue final Audited Financial Statements once approval has been received. These statements will then be provided to the Ministry of Colleges and Universities (MCU); the statements also form part of the College’s Annual Report and will be posted to the College website.
Carried

12. Spring 2020 Enrolment Report

The Chair welcomed Ms. Roni Srdic, Registrar and Mr. Drew Van Parys, Vice-President, Economic & Community Development who presented the Spring 2020 enrolment update to the Board. The Spring 2020 enrolment report was provided in the Board package.

Moved by Ms. MacIver and seconded by Mr. Downs that the Board of Governors of Sir Sandford Fleming College receive the Spring 2020 Enrolment Report for information.
Carried

13. Report from the Board Chair

The Chair’s report, provided in the Board package, was reviewed and included a summary of key updates since the March 2020 meeting. The next public meeting will be September 30, 2020.

Moved by Ms. McLean and seconded by Mr. Clifford that the Board of Governors of Sir Sandford Fleming College receive the March 2020 Board Chair report for information.
Carried

14. Report from the President

The President’s report, provided in the Board package, was reviewed and included a summary of key updates and events since the March 2020 meeting.

Moved by Ms. Praamsma and seconded by Ms. McLean that the Board of Governors of Sir Sandford Fleming College receive the June 2020 President’s report for information.
Carried

14. Other Business

None identified.

Adjournment

Moved by Ms. MacIver and seconded by Ms. Jung that the public meeting of June 24, 2020 be adjourned at 1:07 p.m.

Period: **June 1, 2020 - August 31, 2020**

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

Award Date	Description	Vendor Name	Contract Amount (tax excluded)
No items to report			



Board of Governors | Briefing Note

Topic: Board of Governors Objectives 2020/2021
Report To: Public Board Meeting
Meeting Date: September 30, 2020
Prepared By: Board Chair, Dan Marinigh and President, Maureen Adamson

Recommended Motion ***after Board discussion*

That the Board of Governors of Sir Sandford Fleming College approve these objectives as outlined in the 'Attachment A' for the 2020/2021 term.

Overview

Below are 4 proposed Board of Governors objectives for the 2020/2021 Board year.

1. Oversee Strategic Plan annual outcomes for Year 2
2. Implement ongoing Board education program
3. Focus on Fleming College Foundation to oversee a community engagement strategy with a view to fundraising
4. Create a succession / nomination plan for the Board (through the Governance Committee)

Board of Governors | Board Objectives 2020/2021

Strategic Direction Monitoring	Target / Metric	Achievements / Progress to Date
Objective 1 - Oversee Strategic Plan annual outcomes for year 2 of the 5 year plan	<p>Receive regular strategic plan progress reports</p> <p>Re tool the academic supporting plan in response to new teaching and learning practices and processes resulting from Covid-19.</p> <p>Build and monitor a 3 year recovery plan.</p>	<p>Achieved Target</p> <p>TBD</p> <p>NOTE: The 2019-2020 Annual Report and 2020-2021 Business Plan will be approved at the September 2020 Board meeting (reporting deadlines deferred by the Ministry due to COVID-19). Both reports will describe activities and accomplishments towards the achievement of the College's 2019-2024 Strategic Plan. Senior Management Team mandate letter progress will be reported in the 2019-2020 Annual Report.</p>
Board Education & Engagement	Target / Metric	Achievements / Progress to Date
Objective 2 - Implement ongoing Board education program	<p>Enhance and deliver an annual comprehensive and diverse Board orientation session for all Governors</p> <p>Develop and deliver an ongoing Board education program to be integrated into regular meetings.</p>	<p>Achieved Target</p> <ul style="list-style-type: none"> - Board Orientation for new and returning Governors occurred on August 31, 2020 and included the following topics: Governance Rules and protocols; Fleming College's Organizational Structure & Strategic Direction; Strategic Mandate Agreement (SMA3) and Performance Based Funding; and Enrolment status and plans. - Board training materials and resources from the Board Orientation were uploaded to the Board of Governors members only website. <p>TBD</p>

Objective 3 – Focus on Foundation of the Board to oversee a community engagement strategy with a view to fundraising	<p>Oversee community engagement strategy</p> <p>Oversee and appropriate fundraising program to support students during and post COVID19</p>	<p>Achieved Target</p> <p>TBD</p>
Board Recruitment & Renewal	Target / Metric	Achievements / Progress to Date
Objective 4 - Create a succession / nomination plan for the Board (through the Governance Committee)	<p>Develop a roster of qualified and interested future Governors for the Board with a view to ensuring diversity.</p> <p>Establish a nomination plan for 2020-2021 Officers of the Board and populate sub-committees</p>	<p>Achieved Target</p> <p>-3 new OIC appointments were made in August 2020</p> <p>-one new external Board appointment to be made in Sept 2020</p>



Board of Governors | Policy Revision Briefing Note

Topic: Enterprise Risk Management, Policy 1-108
Report To: Public Board Meeting
Meeting Date: September 30, 2020
Prepared By: Cathy Bailey, VP Corporate Services & CFO and
Sherry Gosselin, Director PMO and IRO

Recommendation

That the Board of Governors of Sir Sandford Fleming College:

- approve the revised Enterprise Risk Management 1-108 Policy for implementation October 1, 2020;
- request that the Finance and Audit Committee review the report prior to presentation to the Board; and,
- adjust the by-law of the Board at a future date, to establish the Finance and Audit Committee as the sub-committee responsible to oversee risk management matters of the College and report these to the Board, as appropriate and at least once per fiscal year.

Summary

Fleming's first introduction into Enterprise Risk Management (ERM) was in November 2017 with the Board approval of the ERM Policy 1-108. In the last three years, ERM has evolved as an industry and Fleming's practice has also matured and evolved with the development of an ERM Procedure #OP 1-108 following the ISO 31000:2018. The revisions suggested to the ERM Policy 1-108 reflect the alignment with ISO 31000:2018, an international standard and best practice guideline in ERM.

Overview

Policy Section #	Section Title	Description of Change
Section 1.0	Policy Statement	<ul style="list-style-type: none">• Removes 'introducing' ERM to the organization after implementation for the last 3 years
Section 2.0	Purpose	<ul style="list-style-type: none">• Aligning purpose language to ISO 31000:2018.• Adding clearly defined ERM Program Objectives.
Section 3.0	Definitions and Acronyms	<ul style="list-style-type: none">• Aligning definitions with ISO 31000:2018.• Adding definitions that are part of ISO 31000:2018. (i.e. Risk Evaluation, Risk Profile, Risk. Responsibility, Risk Accountability).• Removing definitions not in line with ISO 31000:2018 (i.e. Risk Appetite is a term used in COSO ERM framework and not the ISO ERM framework).
Section 5.0	General Principles	<ul style="list-style-type: none">• Adding 5.2 "ERM Committee", describing its leadership and reporting structure.• Clarifying on 5.3 "ERM Responsibilities" particularly in the area of "All College employees".

Risks and Considerations

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

Supporting Documentation

- Policy #1-108 – Enterprise Risk Management
- Operating Procedure #1-108, Enterprise Risk Management

Policy Title:	Enterprise Risk Management
Policy ID:	1-108
Manual Classification:	Section 1 – College Policies
Approved by:	Board of Governors
Revision Date(s):	November 1, 2018
Effective Date:	November 1, 2017
Next Policy Review Date:	July 2020
Contacts for Policy Interpretation:	Vice-President, Corporate Services & CFO

1.0 - Policy Overview

This policy is a statement of ongoing commitment by Fleming College (the “**College**”) to the adoption, implementation and monitoring of formal risk management throughout the College.

2.0 - Purpose

Enterprise Risk Management (ERM) is a continuous, proactive, and dynamic process to identify, assess, manage, and communicate risks that may impact the achievement of the strategic goals of the College.

ERM supports and improves decision-making, planning and prioritization processes by ensuring that risk is continually assessed and addressed.

The College’s ERM Program objectives are:

- To recognize risk management as critical to the attainment of all College goals, objectives and priorities;
- To encourage a culture that embraces innovation and opportunity, informed risk-taking and acceptance of risk as inherent in all activities of the College;
- To provide assurance that risks are identified and appropriately managed; and
- To support each school, department and division in operational and strategic decision-making.

3.0 - Definitions and Acronyms

The following definitions and/or acronyms apply in this Policy:

Risk The effect of uncertainty on objectives.

Enterprise Risk Management (ERM)	The framework to identify, assess and manage risks. It provides the methodology for integrating risk into decision-making.
Risk Analysis	The process of determining the likelihood of a particular event, trend or course of action(s) occurring, and, the impact on operational or strategic objectives if it/they occur.
Risk Evaluation	A comparison of the results of the risk analysis with the established risk criteria to determine where additional action is required.
Risk Profile	The broad, risk parameters an organization considers in executing its business strategy.
Risk Register	A list of identified enterprise risks. Documents the risk analysis, scores, treatments, owner(s), results of risk treatment(s) and status.
Risk Tolerance Statement(s)	Describes the level of risk the College is willing to accept in relation to a threat that may cause loss(es) or, an opportunity in its day-to-day business activities
Risk Treatment and Risk Control	The measures used to modify a risk/risks so that it falls within the College's identified risk tolerance for that risk. Options include accept, mitigate, transfer and avoidance of the event/trend/course of action.
Risk Responsibility	A person is 'responsible' for a risk if it is their duty to ensure that ERM processes are adhered to for that risk. The degree of 'responsibility' can vary from risk to risk, multiple roles can share responsibility for a given risk and, responsibility can be delegated to another person if the person who is Accountable for that risk allows. Risk Responsibility does not necessarily also mean Risk Accountability.
Risk Accountability	The person who has final accountability to ensure that a risk is managed according to the ERM program. Accountability can not be shared or delegated.
Employee	Full-time, part-time and contract faculty, full-time and part-time support staff, student employees, and administrators of the College. Includes, without limitation, employees, volunteer board members, students, and any person acting on behalf of or at the request of the College.

4.0 - Scope

This Policy applies to all College employees.

5.0 - General Principles

5.1 - Overview

- a) The College engages in a wide range of activities, both on and off campus, all of which have some level of risk. The College will:
 - a. Embed risk management into all planning, operations and assessment at the College;
 - b. Integrate risk management into strategic and operational planning, performance management and, resource allocation decisions;
 - c. Manage risk to enable the realization of opportunities that support the strategic direction of the College;
 - d. Regularly review the College risk register and the effectiveness of risk treatments to understand the ERM effectiveness/performance in helping to fulfill the College's Strategic Plan;
 - e. Anticipate and respond through appropriate risk management actions to changing social, environmental and legislative requirements.

5.2 – ERM Committee

- a) The College will establish and maintain an ERM Committee, sponsored by the Vice-President, Corporate Services & CFO, reporting to the Senior Management Team to oversee implementation of the College's ERM program

5.3 – ERM Responsibilities

- a) All College employees are **responsible** for:
 - a. Complying with internal controls, identifying and managing risk and, being aware of the risks inherent in their job duties/activities.
 - b. Advising their supervisor(s) of potential or emerging risks.
- b) The College Board of Governors is **responsible** for providing general oversight of the ERM program. The Board will be made aware of any/all critical risks to the College. The Board is **responsible** for understanding the principal risks facing Fleming College and ensuring that appropriate systems/processes are adopted to manage, minimize and eliminate those risks, as appropriate.
- c) The Senior Management Team is **responsible** for:
 - a. Leadership related to, and, implementation of appropriate risk management in their areas of responsibility;
 - b. Ensuring effective mitigation strategies for all risks, consistent with the Board's established - risk tolerance;
 - c. Providing, through the President, regular risk Dashboard reports to the Board, describing ERM activities and processes.

- d) Senior Management Team members are **accountable** for the risk(s) for which they are designated as 'risk lead'.
 - a. Designation is determined by the President of the College and may only be reassigned by the President and/or their designate.
- e) The ERM committee is **responsible** for:
 - a. Developing and overseeing the ERM program,
 - b. Overseeing the development and management of the risk management framework and risk register for the College,
 - c. Regularly reporting to the Senior Management Team on identified risks, risk treatment implementation and risk re-evaluation timeline(s),
 - d. Providing support to managers and supervisors to identify, assess and manage risks in their area(s) of operation.
- f) Deans and Directors are **responsible** for:
 - a. Identifying, evaluating and managing risks within their areas of responsibility;
 - b. Ensuring that all employees in their respective school and/or division understand their risk management responsibilities and the extent to which they are permitted to accept risks.
- g) Managers and supervisors are **responsible** for ensuring that all risks in their area of operations are identified, reported to their direct supervisor, and managed appropriately.

6.0 - Related Documents

- Operating Procedure #1-108, Enterprise Risk Management
- ERM Committee Terms of Reference – To Be Developed

History of Amendments/Reviews

Fleming College

Procedure Title:	Enterprise Risk Management Procedure
Procedure ID:	#OP 1-108
Manual Classification:	Section 1 – College Policies
Linked to Policy:	Enterprise Risk Management
Approved by Board of Governors:	
Revision Date(s):	
Effective Date:	
Contacts for Policy Interpretation:	VP, Corporate Services & CFO

1.0 – Purpose

ERM is a continuous, proactive and dynamic process to identify, assess, manage and communicate risks that may impact the achievement of the strategic goals of the organization. ERM activities are an integral part of College planning and operations. ERM supports and improves the decision-making, planning and prioritization processes by ensuring that risk is continually assessed and managed. ERM will assist the College in attaining its goals, helping to avoid pitfalls and surprises along the way.

It involves employees at every level of the institution and requires the development of risk profiles across the entire organization. This procedure sets out the structure of how ERM is to be carried out and is intended to operate in harmony with all other policies and strategic operations of the College.

Fleming College's ERM is based on the best practice and standards of ISO 31000:2018. These risk management practices and standards can also be applied to specific initiatives, projects, or activities.

2.0 – Definitions

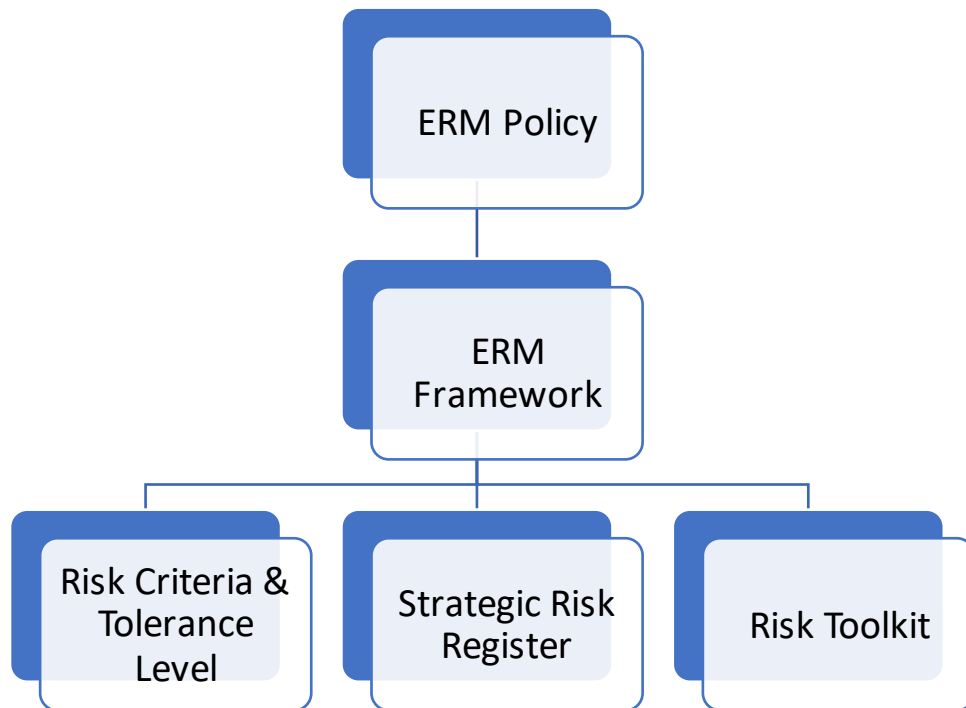
In addition to those terms defined in **College Policy #1-108** (Enterprise Risk Management), the following terms may apply when invoking the present procedure:

Stakeholder Analysis	This involves the identification of internal and external stakeholders and their respective roles, degree of influence, interests and motives and position with respect to value criteria. They can be both bearers of risk, and/or sources of it.
Assumptions and Constraints	These include fixed deadlines, executive directives, resources, or other limiting conditions. Legislation, regulation, and policy are part of the context in which the risk assessment will take place. Not only do they often address the risks identified, but they also guide the implementation of proposed mitigation strategies.

3.0 – ERM Program Structure, Process and Map

The ERM program at Fleming College is structured to facilitate the appropriate management of risk in conjunction with the College's Strategic Plan and its stated goals.

The ERM Framework (ISO 31000:2018) was used to develop this Procedure which details how the College will properly manage Risk Criteria and Tolerance Level(s), its Strategic Risk Register, and its Risk Toolkit.



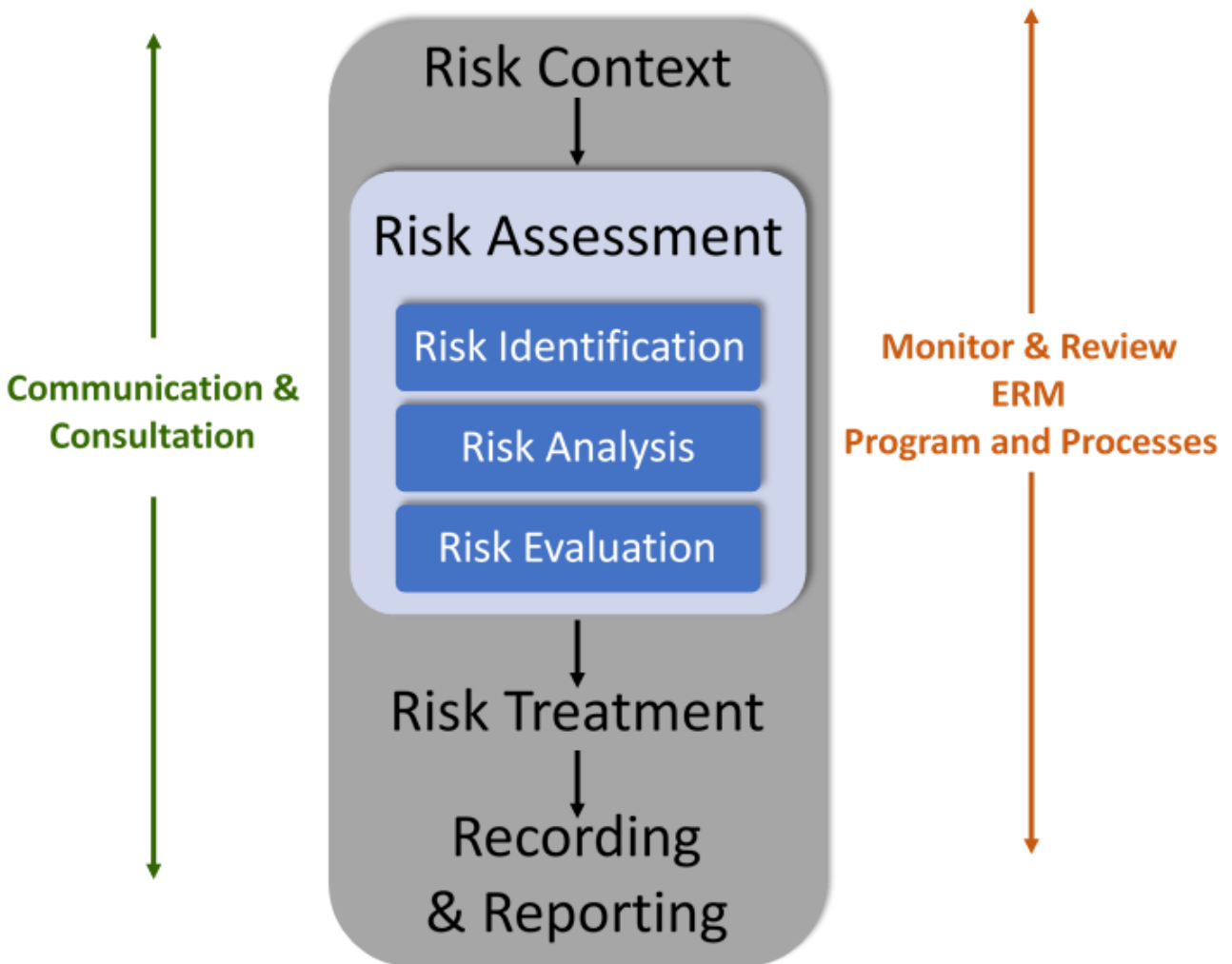
The **ERM Procedure Map** (below) gives a general idea of how information and decisions are made when the College follows the present Procedure.

Communication & Consultation: Communication and Consultation are important to assist stakeholders in understanding risk, the basis on which decisions are made and the reasons why particular actions are required. Communication and consultation should take place within and throughout all steps of the risk management process. Communication seeks to promote awareness and understanding of risk, whereas consultation involves obtaining feedback and information to support decision-making.

Establish Context: Take into consideration the internal and external environments, as well as the purpose, goals, and objectives of the ERM program and key relationships that may impact or be impacted by the risk management process.

Risk Assessment: Three main steps will result in understanding the risk exposure present. The steps are detailed below in the **ERM Procedure Map**.

ERM Procedure Map



1. **Risk Identification:** identification of risks which arise from the internal and/or external environment. It is important to ensure that the full range of risks is identified, including both threats and opportunities.

2. **Risk Analysis:** consider the extent to which potential risks might have an impact on the achievement of strategic priorities. Risks are assessed for likelihood of occurring as well as consequences of occurrence. The analysis is documented within a Risk Register.
3. **Risk Evaluation:** A Risk Register is developed as the primary tool for articulating Fleming's risk profile. Where risk exceeds acceptable level of tolerance, additional risk treatment strategies may be applied to reduce the level of risk.

Risk Treatment: Identification of the range of options available for treating risk and assessing the appropriateness of each alternative.

Monitor & Review: regular monitoring and review of risks are essential to understanding the changing dynamic of risk and the ERM program.

4.0 – ERM Responsibilities

Employee responsibilities under the College's ERM program are established in the College's ERM Policy (#1-108).

5.0 – Risk Assessment

Risks are assessed by identifying the likelihood and consequences of a risk event occurring ('likelihood' is not synonymous with 'probability'), categorizing the risks, and identifying existing treatments for those risks.

Risks are often identified using surveys, loss histories, process flowcharts, and expert advice (both from internal and external sources). Other methods include:

- Interviews and focus group discussions,
- Environmental scans and competitor analyses,
- Audits and physical inspections,
- Questionnaires and the Delphi technique,
- Networks of peers, industry groups and/or professional associations,
- Subject Matter Expert consultations – speculative, conjectural and intuitive,
- Historical records, failure analyses, 'lessons-learned' reports,
- Incident, accident and injury investigations/reports,
- Scenario analyses,
- SWOT (Strength, Weakness, Opportunity, Threats) analyses,
- System design reviews and system analysis,
- Scenario analysis and simulation (including mathematical/statistical modelling).

Once identified, the College groups risks into the following categories:

- **Reputational** risk is a hidden threat or danger to the good name or standing of an organization – the realization of these risks often happens without warning.
- **Human Resource** risk includes (but is not limited to) threats that effect: staffing/skill(s) levels, professional development, performance, succession, recruitment/retention, compensation, labour relations, employee satisfaction, and health and safety.
- **Strategic** risk is associated with the strategic direction of an organization. Strategic risks are often a function of uncertainties that may be driven by strategic and market direction, government policy, competition, court decisions or a change in stakeholder requirements.
- **Financial** risk relates to losing/gaining financial resources which may include market risk, liquidity risk, budgeting risk, insurance risk and capital management risk.
- **Compliance** risk relates to various regulatory requirements such as accessibility, funding compliance, legal compliance, privacy law and procurement practices.
- **Operational** risk pertains to how we deliver programs and services to students and members of the College Community, as well as to the internal and external processes and systems the College utilizes.

Once you have identified all relevant sources of risks and their categories, you should 'state' the risks by detailing the following three elements for each: Event, Causes and Consequences. Clearly articulating these three elements for each risk helps to develop tangible, treatable strategies for each.

For an effective process, it is important to define the Event as something that could prevent achievement of an objective, milestone or target, or create an opportunity to exceed them. From there, the causes and consequences of realizing that risk should become more apparent.

To do so, follow these three steps:

1. Identify the risk event (using one of the above methods) that is related to an in-scope objective. General, unfavourable conditions, in and of themselves, are not risk events.
2. List the potential causes of such an event. There are often multiple potential causes for any given risk event. To determine the specific 'why' for the identified risk, consider the use of a root cause analysis method (such as the Five Whys tool).
3. Identify the consequences of the event. Do not just consider the immediate consequences of its occurrence – would more consequences be realized after the primary consequences?

Once a risk is clearly identified, you must also identify existing mitigations (if any).

All Risk Assessments are documented in the Risk Register, including existing mitigations (if any). Additional/proposed mitigations (if required) are not detailed in the Risk Register until approved and implemented.

6.0 – Risk Analysis

Risk analysis is the process of calculating the likelihood of an event and the consequence if it were to occur. The product of these two variables is the Risk Score. See **Risk Criteria (Appendix II)** for the impact and likelihood tables.

Likelihood is the chance that the identified risk will actually occur. When available, statistical data can support estimates of likelihood and impact. In practice, when historical data is not available, consultation(s) with Subject Matter Expert(s) is often required. As a result of this, likelihood assessments rarely imply mathematical certainty but, rather, a subjective estimate.

Using likelihood and consequence, risk types are then scored by the Dean or Director. It is not necessary to use all the different risk scores for any particular risk assessment, but as a minimum, the rating of initial risk is required, and residual risk is recommended.

Inherent risk: involves rating the exposure in the absence of existing controls. When seeking to understand inherent risk, we are considering a hypothetical condition free of all controls, like locks, rules, procedures, ethics and so forth. This can be difficult to imagine. However, there is value in assessing risk this way as it can identify whether an exposure is over- or under-controlled. Strategic risk assessments often benefit from an assessment of inherent risk.

Initial risk: involves rating the exposure within its current control environment (i.e. now). Initial risk is a baseline against which you can measure progress. Reviews of loss histories, reviews of similar sectors' loss histories, and consultation with stakeholders can support the assessment process.

Residual risk: involves rating the exposure after the development of additional mitigation/treatment strategies. It is important to establish a residual risk score because it is a prediction of the efficacy of proposed mitigations. It also serves as a start point for an informed discussion of acceptable risk with senior decision-makers.

Current risk: is a measure of progress. Later, regular updates on the progress of risk mitigation strategies can be valuable in helping to demonstrate progress or to secure additional resources for stalled mitigation efforts. The tracking of current risk over time allows efficient shifting of resources to problem areas or to areas of opportunity. In addition, tracking the progress of current risk can help demonstrate the effectiveness of the organization's risk management program.

Risk scoring must always consider the College's established risk tolerance.

7.0 – Risk Evaluation

Risk Evaluation consists of considering the scored risks in relation to existing mitigations and the College's risk tolerance for the particular risk. This process enables the risk lead (SMT member who is **accountable** for the risk) to arrive at a decision – guided by specific criteria and consideration of costs and benefits. There are three considerations when evaluating existing

mitigations and controls – and details for each should be entered into the risk register as follows:

1. Characterize, in qualitative terms, the existing mitigations/controls as one of the below and include additional information as describe:
 - a. **Non-existent, Inadequate, Adequate, Robust, Excessive** (Excessive indicated that a risk is over-controlled/over-mitigated, resulting in over-spending or lost opportunity).
 - b. How would you describe the process, policy, device, practice or other action already in place that mitigates the risk in question?
2. Characterize the risk in relation to the College's degree of tolerance:
 - a. **Unacceptable, Acceptable with Treatment, Acceptable.**
 - b. It is possible to have 'zero' tolerance for certain risks (assuming one can avoid them completely). A risk may be 'Acceptable' either because it is inevitable and too prohibitively costly to treat or, because it is immaterial and not worthwhile to treat.
3. Determine consequent action based on steps 1 and 2:
 - a. **Avoid, Treat, Monitor, Tolerate**
 - b. You may avoid risk entirely, if unacceptable for the College's risk tolerance, by not engaging in any activity that would cause the risk event. We tolerate and monitor risk when mitigation is impracticable or prohibitively costly. We monitor risks that are inconsequential but whose status might change.

When risks cannot be avoided, but require actions beyond monitoring/tolerating, the College will treat the risk.

8.0 – Risk Treatment

Risk treatments work to prevent the event by addressing the causes or decrease its consequences by treating the negative effects and preparing for post-event recovery.

Existing legislation, regulation, policies, and procedures effectively mitigate many organizational risks. These legal and administrative controls effectively reduce to tolerable levels most risks associated with routine activities. The first risk management priority should therefore be a review of procedural controls and remedial action to educate and encourage compliance. Internal Audit is an excellent resource to assist in assessing compliance with policy.

Should existing treatments be inadequate, new, or need to change, a risk assessment and consideration of additional treatments may be appropriate.

Treatments (risk mitigations) can consist of virtually any sort of administrative action, as well as the application of specialized disciplines – where a separate analysis may be required; e.g.,

emergency planning, business continuity planning, security planning, risk financing; financial controls; human resources management. Grouping risks in categories can help in the design of cost-effective treatments. If the current level of risk is unacceptable or acceptable with treatment a treatment strategy should be recommended.

To frame Risk Treatment activities, consider, “what might be done to prevent the event from happening”, then ask, “If it were to happen, how can we limit the damage done and get back to business?”

For negative risks (threats), treatment options include:

1. Avoidance (eliminate the risk by avoiding event-causing activities)
2. Transference (shifting the negative consequences and ownership of response to a third-party)
3. Mitigation (reducing the likelihood and/or consequences of occurrence through purposeful planning and actions)
4. Acceptance (continue operating as ‘normal’ but create contingency plan(s) to address occurrence)

For positive risks (opportunities), treatment options include:

1. Exploitation (ensuring the realization of the risk)
2. Sharing (partnerships and joint ventures to increase the likelihood of occurrence)
3. Enhancement (maximize key ‘drivers’ of the positive impact of the occurrence)
4. Acceptance (preparations to take advantage of the occurrence of the risk event but not actively pursuing/facilitating its occurrence)

Once approved and implemented, risk treatments must be catalogued in the risk register.

9.0 – Risk Register, Monitor and Review

College risks should be monitored by managing and reviewing your risk information and register, as a regular practice. Risks themselves undergo change and can require revision in terms of their description and ranking - new risks also ‘appear’ regularly and old risks may require ‘striking through’ (not deleting) and archiving. Therefore, periodic updating of risk information is recommended, using the risk register as a management tool.

When used to track the implementation of mitigation strategies and the resultant consequence on risk ratings, the risk register becomes a valuable communication tool by informing every one of the progress or lack thereof, and any additional resources required.

In a mature practice of risk management, a growing body of information can inform analysis of the risks themselves, their most common sources, their frequency and consequences /costs of actual occurrence, the efficacy of treatments, and the occurrence of unforeseen events. All of this serves to better manage risks and inform planning. Audits, complaints investigations, legal

judgements, and retrospective cost/benefit analysis are some sources of historical risk information.

The Risk Register is managed by the ERM Committee. This group is responsible for ensuring risks are being processed appropriate, for reporting on the Risk Register as required and for monitoring the performance of the ERM processes and outcomes.

10.0 – Related Documents

Enterprise Risk Management Policy 1-108
ERM Committee Terms of Reference – To Be Developed.

11.0 – History of Amendments & Reviews

Appendix I

Risk **likelihood** is classified using the following table:

Assessment	Rating	Description	Indicator	Immediate chance of occurring
Very likely	5	expected in most circumstances	multiple times a year	> 99%
Likely	4	will probably occur in most circumstances	once a year	> 50%
Possible	3	might occur at some time	once within 3-5 years	> 30%
Unlikely	2	could occur occasionally	within 10 years	< 30%
Rare	1	may occur in exceptional circumstances	within 25 years	<1%

Risk **impact** (consequence) is classified using the following table:

Assessment	Rating	Considerations				
		Finance	Compliance	People	Reputation	Operations
			Breach resulting in:			not inclusive
Severe	5	> \$3.5 M	Material sanctions, fines, penalties	Loss of several key leaders and/or multiple critical staff Long term impact on staff engagement	Long -term wide spread media coverage, major long-term impact	Complete disruption unplanned outage > 2 weeks widespread staff/visitor safety at risk
Major	4	> \$1 M	Significant sanctions etc	Loss of few key leaders and/or a critical staff Medium term impact on staff engagement	Medium -term wide spread media coverage, short-term impact	widespread disruption unplanned outage > 5 days some staff/visitor safety at risk
Moderate	3	~ \$500 K - \$1.0 M	some penalties/fines	Loss of one key leader Medium term impact staff engagement	Short -term localized media coverage, Short-term impact	minimal disruption unplanned outage > 1 day local staff/visitor safety at risk
Minor	2	~ \$100K - \$500K	Immaterial fines	Loss of identified successor of key leader, minimal impact staff engagement	Medium -term localized media coverage, medium-term impact	local disruption unplanned outage couple hours minimal staff/visitor safety at risk
Insignificant	1	< \$100K	nothing	Nominal impact staff engagement	No media coverage, minimal impact	no risk



Finance and Audit Committee | Briefing Note

Topic: Updated March 31, 2021 Budget
Report To: Board of Governors
Meeting Date: September 30, 2020
Prepared By: Cathy Bailey, Vice-President Corporate Services & CFO and
Angie Sims, Director Financial Services and Controllershship

Recommendation

That the FINANCE and AUDIT COMMITTEE recommend the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2020-2021 Preliminary Budget which provides for:

Revenue of \$127,741,137

Expenditures of \$140,132,575

Capital Expenditure of \$7,765,864

Net Assets at March 31, 2021 of \$29,816,000; AND

THAT the Preliminary budget be submitted to the Ministry of Colleges and Universities (MCU).

Overview

College Administration had previously developed a draft plan in June 2020 to meet submission timelines of the Ministry of Colleges and Universities (MCU). At the same time that the budget was being brought forward to the Finance and Audit Committee, the Ministry, recognizing workload impacts due to the COVID-19 pandemic, extended the submission deadline to September 30, 2020. The Finance & Audit Committee recommended that, given the draft plan was built on a significant number of speculative and uncertain assumptions (i.e. student enrolment), that we return with a revised budget with up-to-date information and intelligence for the September submission.

The attached documents outline the proposed budget adjustments based on revised enrolment forecasting, staffing changes and detailed divisional reviews. This is being presented for endorsement of the Finance and Audit Committee to recommend approval to the Board of Governors. The budget will then be submitted to MCU as required by September 30, 2020.

The proposed updated budget, as reflected in the Statement of Revenue and Expenditures document (**Attachment 1**), projects a decline in overall revenue of \$9.8M from the original draft budget and expenditure decreases of \$6.6M resulting in an increase of the net deficit of \$3.2M. The updated budget results in a net deficit at March 31, 2021 of \$12.4M

Highlights of the Updated Budget:

Revenue reductions include:

- Student tuition and student fees - \$5.8M
 - domestic activity has improved from the early version of the budget and winter international enrolment is forecasted at lower than originally anticipated.
- Reduced Fall and Winter residence activity at \$2.5M offset by \$1.0M in cost savings
- Reduced ability to deliver the Dual Credit program with high schools of \$0.8M
- Loss of Food Service Commission and decline in Bookstore commissions of \$0.6M

Expenditure savings include:

- Staffing decisions amounting to \$3.8M, with \$2.7M savings from SMT decisions net of contingency held at \$0.6M for support staff layoff recalls and/or additional severance costs. Additional staffing savings \$1.1M are a result of reduced teaching contract hours required for PT teaching contracts and natural savings with staff turnovers and delays in hiring.
- Non-salary at \$2.3M primarily reduced costs that are directly correlated with reduced revenues (ex: academic supply and camp fees, international health insurance) and reduced international agent commissions
- Residence cost savings as noted above at ~ \$1.0M

Additional expenditures include:

- Added academic IT supports ~ \$173K
- Increase forecast in building cleaning & renovations ~ \$335K
- Added costs with Trent agreement with BSCN program ~\$300K
- Added professional fees for key recruitments and ongoing process reviews ~ \$240K
- Added investment (small asset and building opening) ~ \$488K

Supporting the proposed budget revisions, the College Statement of Revenue and Expenditures, as at August 31, 2020, with prior year comparators and quarterly forecast (**Attachment 2** - Board Report Detailed – August 31) shows the following trends:

Operating Revenues

Overall operating revenues show an unfavourable trend with a variance of 5.5% (59.5% of revenues yet to earn versus 53.9% at the same time last year). Much of this is due to reduced summer activity; the reduced overall budgets reflect this.

The Contract Training revenue budget is less than half of what it was from prior year due to very limited activity occurring the first half of this fiscal year.

Within the Other Income line, College Ancillary Operations (food service and bookstore commissions), are also down from prior year with limited activity over the summer. The budget was reduced for the second half of the fiscal year.

Fee for service appears favourable as majority of funds collected to date are related to our Dual Credit program grant attributed to the 19/20 academic cycle ending August 2020. The Ministry is not going to take back these funds. The 20/21 grant however is still under discussion and budget for Fall and Winter have been reduced significantly. There is still the possibility of increases to come here although they have yet to be confirmed.

Operating Expenditures

Overall operating expenditures at August 31 are on trend however variances are occurring within individual line items.

Salaries and Benefits are expected to be on budget, however non-academic PT staffing shows a variance of 11.4%. We have only spent 81.4% of budget while spending 70% at this time last year. Staffing for PT support and students was limited over the last 5 months with College cost saving measures. With support staff needed for Fall and Winter delivery, staffing is expected to increase from current levels while still being well below original budgets.

Within non-salary, Academic Delivery costs over the summer term were almost nil. The activity, and thus costs, of field trips and summer overnight camps were eliminated. Fall and Winter budgets have been reduced slightly as can be seen in the reduction of \$227K in balance remaining in budget for remainder of the year.

Staffing development (PD), travel related costs and advertising all had limited activity occur over the summer with low spending to date. Time was required to develop PD opportunities for staff using online and following social distancing protocols. There is potential for underutilization of this budget however all efforts will be made so that staff have opportunities to utilize the funds. Business Travel, Accommodation & Hospitality planned for Fall and Winter are down from prior year by \$417K. Again, there is potential for additional savings to occur should restrictions on travel continue. This will be monitored. Advertising for Fall and Winter is on track to spend similar to prior year with only a small decrease of \$127K.

The Finance and Banking line is budgeted as a negative expense as it includes overhead contributions from the College non-operating program grants. These contributions are captured in actual results at year end upon final report back and reconciliation of non-operating grants.

Non-Operating Program

Revenues for non-operating programs are under funding agreements where revenue is recognized to match expenditures. Timing will fluctuate annually depending on individual agreements. Variances shown in the month end report have no impact to the overall year end net income.

Non-Operating Ancillary Operations including Residence and Parking are both trending behind on revenues with limited activity for the past 5 months thus showing as an unfavourable variance of 20.5%. Budgets have been reduced significantly from prior year with Fall and Winter activity still in question.

Capital Investment

There was a need to increase the capital asset budget by \$340K to show spending on grant funding with a majority being projects carried over from prior year not disclosed at time of developing the June budget. The capital investment plan is detailed in the 2020-21 Capital Investment Plan (**Attachment 3**).

The College financial health indicators (**Attachment 4**) will not change significantly with the proposed adjusted budget, failing only in the net income ratios due to the current year deficit. The College, however, is not expecting an accumulated deficit and therefore is not required to develop a deficit recovery plan for the Ministry.

The final draft and further details of the College Plan are reflected in the 2020-2021 Financial Plan (**Attachment 5**). Finally, the impact of the revised budget on unrestricted net assets is reflected in **Attachment 6**.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

Maintaining College Financial Health with appropriate resource allocation to fund strategic priorities

Risks and Considerations

<input type="checkbox"/> External Environment	<input type="checkbox"/> Internal Environment	<input checked="" type="checkbox"/> Financial	<input type="checkbox"/> Human Resources
<input type="checkbox"/> Information Technology	<input type="checkbox"/> Legal	<input type="checkbox"/> Operational	<input type="checkbox"/> Strategic
			<input type="checkbox"/> N/A

Supporting Documentation

- Attachment 1 - Statement of Revenue and Expenditures
- Attachment 2 - Board Report Detailed – August 31
- Attachment 3 - 2020-21 Capital Investment Plan
- Attachment 4 - Health Indicators
- Attachment 5 – 2020 2021 Financial Plan
- Attachment 6 – Forecasted Unrestricted Net Assets

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
Budget Update

Current Year			
Revised Budget 31-Mar-21	Prelim. Budget 31-Mar-21	Budget \$ Change	Budget % Change

Revenue

Grants and Reimbursements	\$	46,712,090	\$	46,772,289	\$	60,199	0.1%
Tuition FT Spring		782,662		526,639		(256,023)	(48.6%)
Tuition FT Fall		6,045,760		5,466,962		(578,798)	(10.6%)
Tuition FT Winter		5,949,738		5,466,007		(483,731)	(8.8%)
Domestic Full-time Tuition		12,778,160		11,459,608		(1,318,552)	(11.5%)
Tuition International FT Spring		4,533,717		4,048,121		(485,596)	(12.0%)
Tuition International FT Fall		7,355,271		7,528,200		172,929	2.3%
Tuition International FT Winter		8,960,836		13,718,073		4,757,237	34.7%
International Full-time Tuition		20,849,824		25,294,394		4,444,570	17.6%
Full-time Tuition		33,627,984		36,754,002		3,126,018	8.5%
Part-time and Other Tuition		2,033,595		3,073,611		1,040,016	33.8%
Student Tuition Fees		35,661,579		39,827,613		4,166,034	10.5%
Contract Training		543,000		663,822		120,822	18.2%
College Ancillary Operations		295,750		884,750		589,000	66.6%
Fee for Service		1,150,853		1,889,757		738,904	39.1%
Fundraising		10,000		10,000		0	0.0%
Other Income		2,461,475		2,585,475		124,000	4.8%
Student Fees		6,250,187		7,917,220		1,667,033	21.1%
Total Other Income		10,168,265		13,287,202		3,118,937	23.5%
Amortization of Deferred Capital Contril		4,318,137		4,318,137		0	0.0%
Total Operating Revenues		97,403,071		104,869,063		7,465,992	7.1%
Investments		646,415		646,415		0	0.0%
Service System Management		15,708,165		16,627,504		919,339	5.5%
Skills Programs		3,340,323		3,217,284		(123,039)	(3.8%)
Tuition Holdback Bursaries		1,903,909		1,903,909		0	0.0%
Ministry Bursaries		780,000		600,000		(180,000)	(30.0%)
Special Projects		5,703,910		4,988,161		(715,749)	(14.3%)
Facilities Renewal and Renovation Proj		578,560		578,560		0	0.0%
Ancillary Operations		1,676,784		4,136,611		2,459,827	59.5%
Total Revenue	\$	127,741,137	\$	137,567,507	\$	9,826,370	7.1%

Current Year			
Revised Budget 31-Mar-21	Prelim. Budget 31-Mar-21	Budget \$ Change	Budget % Change

Expenditures

Salaries and Benefits

Academic, Full Time	\$ 23,527,876	\$ 23,729,975	\$ 202,099	0.9%
Administration, Full Time	9,682,760	9,885,688	202,928	2.1%
Support, Full Time	14,318,413	15,690,245	1,371,832	8.7%
Salaries, Full Time	47,529,049	49,305,908	1,776,859	3.6%
Academic, Part Time	10,508,804	11,458,967	950,163	8.3%
Other, Part Time	1,511,448	1,798,149	286,701	15.9%
Salaries, Part Time	12,020,252	13,257,116	1,236,864	9.3%
Benefits	13,414,854	14,248,867	834,013	5.9%
Total Salaries and Benefits	72,964,155	76,811,891	3,847,736	5.0%

Non-Salary Expenses

Academic Delivery	1,719,135	2,328,587	609,452	26.2%
Academic Supports	3,516,499	3,342,928	(173,571)	(5.2%)
Staffing Development	607,691	586,986	(20,705)	(3.5%)
Business Travel, Accommodation & Hospi	567,823	588,861	21,038	3.6%
Advertising	1,016,383	1,002,915	(13,468)	(1.3%)
Telephone, Audit, Legal & Insurance	1,313,168	1,271,273	(41,895)	(3.3%)
Equipment Maintenance	544,760	587,180	42,420	7.2%
Plant and Security	3,042,958	2,708,637	(334,321)	(12.3%)
Rentals and Taxes	723,640	735,640	12,000	1.6%
Utilities	2,506,931	2,881,202	374,271	13.0%
Contract Services Trent	2,683,186	2,373,658	(309,528)	(13.0%)
Finance and Banking	(1,091,017)	(748,016)	343,001	(45.9%)
International Payments	3,064,541	5,141,205	2,076,664	40.4%
Service Fees	4,675,621	4,435,414	(240,207)	(5.4%)
Long Term Debt Interest	162,500	162,500	0	0.0%
Amortization of Capital Assets	7,450,052	7,450,052	0	0.0%
Total Non-Salary Expenses	32,503,871	34,849,022	2,345,151	6.7%
Total Operating Expenditures	105,468,026	111,660,913	6,192,887	5.5%
Investments	2,789,917	2,301,907	(488,010)	(21.2%)
Service System Management	15,708,165	16,627,504	919,339	5.5%
Skills Programs	3,340,323	3,217,284	(123,039)	(3.8%)
Tuition Holdback Bursaries	1,903,909	1,903,909	0	0.0%
Ministry Bursaries	780,000	600,000	(180,000)	(30.0%)
Special Projects	5,703,910	4,988,161	(715,749)	(14.3%)
Ancillary Operations	4,438,325	5,431,931	993,606	18.3%
Total Expenditures	\$ 140,132,575	\$ 146,731,609	\$ 6,599,034	4.5%
Net	\$ (12,391,438)	\$ (9,164,102)	\$ 3,227,336	(35.2%)

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - with prior year comparatives
For the 5 months ending August 31, 2020

	Current Year				Prior Year				Change Over Prior YTD	
	Actual To 31-Aug-20	Budget 31-Mar-21	Budget \$ Remaining	Budget % Remaining	Actual To 31-Aug-19	Actual 31-Mar-20	Prior YTD \$ Remaining	Prior YTD % Remaining	\$	%
Revenue										
Grants and Reimbursements	\$ 15,802,026	\$ 46,712,090	\$ 30,910,064	66.2%	\$ 18,265,264	\$ 45,527,902	\$ 27,262,638	59.9%	\$ (3,647,427)	6.3%
Tuition FT Spring	782,662	782,662	0	0.0%	1,984,501	1,985,373	872	0.0%	872	(0.0%)
Tuition FT Fall	3,378,002	6,045,760	2,667,758	44.1%	4,087,401	6,678,636	2,591,235	38.8%	(76,523)	5.3%
Tuition FT Winter	927,004	5,949,738	5,022,734	84.4%	1,639,406	6,798,669	5,159,263	75.9%	136,528	8.5%
Domestic Full-time Tuition	5,087,667	12,778,160	7,690,493	60.2%	7,711,308	15,462,678	7,751,370	50.1%	60,877	10.1%
Tuition International FT Spring	4,132,674	4,533,717	401,043	8.8%	7,017,269	7,021,891	4,621	0.1%	(396,422)	8.8%
Tuition International FT Fall	6,771,582	7,355,271	583,689	7.9%	11,095,854	13,839,760	2,743,906	19.8%	2,160,217	(11.9%)
Tuition International FT Winter	1,766,465	8,960,836	7,194,371	80.3%	2,015,589	15,514,604	13,499,014	87.0%	6,304,643	(6.7%)
International Full-time Tuition	12,670,721	20,849,824	8,179,103	39.2%	20,128,713	36,376,255	16,247,541	44.7%	8,068,439	(5.4%)
Full-time Tuition	17,758,389	33,627,984	15,869,595	47.2%	27,840,021	51,838,932	23,998,911	46.3%	8,129,316	0.9%
Part-time and Other Tuition	1,001,825	2,033,595	1,031,770	50.7%	2,118,316	3,577,908	1,459,591	40.8%	427,822	9.9%
Student Tuition Fees	18,760,214	35,661,579	16,901,365	47.4%	29,958,337	55,416,840	25,458,503	45.9%	8,557,138	1.5%
Contract Training	1,595	543,000	541,405	99.7%	408,414	1,207,398	798,984	66.2%	257,579	33.5%
College Ancillary Operations	23,178	295,750	272,572	92.2%	326,998	1,282,279	955,282	74.5%	682,709	17.7%
Fee for Service	565,265	1,150,853	585,588	50.9%	711,108	2,454,273	1,743,165	71.0%	1,157,577	(20.1%)
Fundraising	0	10,000	10,000	100.0%	2,100	10,600	8,500	80.2%	(1,500)	19.8%
Other Income	490,497	2,461,475	1,970,978	80.1%	1,746,826	3,777,779	2,030,953	53.8%	59,976	26.3%
Student Fees	2,053,424	6,250,187	4,196,763	67.1%	3,552,110	9,110,744	5,558,634	61.0%	1,361,871	6.1%
Total Other Income	3,115,564	10,168,265	7,052,701	69.4%	6,339,142	16,641,595	10,302,453	61.9%	3,249,752	7.5%
Amortization of Deferred Capital Contributions	1,807,145	4,318,137	2,510,992	58.1%	1,842,990	4,498,764	2,655,774	59.0%	144,782	(0.9%)
Total Operating Revenues	39,486,544	97,403,071	57,916,527	59.5%	56,814,147	123,292,499	66,478,352	53.9%	8,561,825	5.5%
Investments	646,415	646,415	0	0.0%	(10,285)	(10,161)	125	(1.2%)	125	1.2%
Service System Management	6,840,055	15,708,165	8,868,110	56.5%	0	156,183	156,183	100.0%	(8,711,927)	(43.5%)
Skills Programs	986,675	3,340,323	2,353,648	70.5%	1,371,965	3,354,028	1,982,063	59.1%	(371,585)	11.4%
Tuition Holdback Bursaries	697,980	1,903,909	1,205,929	63.3%	1,784,643	2,359,768	575,125	24.4%	(630,804)	39.0%
Ministry Bursaries	701,501	780,000	78,499	10.1%	227,795	466,966	239,171	51.2%	160,672	(41.2%)
Special Projects	996,003	5,703,910	4,707,907	82.5%	1,783,766	3,933,741	2,149,976	54.7%	(2,557,932)	27.9%
Facilities Renewal and Renovation Projects	0	578,560	578,560	100.0%	0	108,463	108,463	100.0%	(470,097)	0.0%
Ancillary Operations	335,883	1,676,784	1,340,901	80.0%	2,287,976	5,639,651	3,351,674	59.4%	2,010,773	20.5%
Total Revenue	\$ 50,691,055	\$ 127,741,137	\$ 77,050,082	60.3%	\$ 64,260,007	\$ 139,301,140	\$ 75,041,133	53.9%	\$ (2,008,949)	6.4%

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - with prior year comparatives
For the 5 months ending August 31, 2020

	Current Year				Prior Year				Change Over Prior YTD	
	Actual To	Budget	Budget \$	Budget %	Actual To	Actual	Prior YTD \$	Prior YTD %	\$	%
	31-Aug-20	31-Mar-21	Remaining	Remaining	31-Aug-19	31-Mar-20	Remaining	Remaining		
Expenditures										
Salaries and Benefits										
Academic, Full Time	\$ 9,372,084	\$ 23,527,876	\$ 14,155,792	60.2%	\$ 9,287,338	\$ 22,031,008	12,743,669	57.8%	(1,412,123)	2.3%
Administration, Full Time	3,727,371	9,682,760	5,955,389	61.5%	3,252,607	9,946,555	6,693,948	67.3%	738,559	(5.8%)
Support, Full Time	6,037,970	14,318,413	8,280,443	57.8%	6,551,632	15,970,069	9,418,437	59.0%	1,137,995	(1.1%)
Salaries, Full Time	19,137,426	47,529,049	28,391,623	59.7%	19,091,578	47,947,632	28,856,054	60.2%	464,431	(0.4%)
Academic, Part Time	3,097,731	10,508,804	7,411,073	70.5%	4,656,879	15,163,329	10,506,450	69.3%	3,095,377	1.2%
Other, Part Time	281,027	1,511,448	1,230,421	81.4%	998,822	3,332,200	2,333,378	70.0%	1,102,957	11.4%
Salaries, Part Time	3,378,758	12,020,252	8,641,494	71.9%	5,655,700	18,495,528	12,839,828	69.4%	4,198,334	2.5%
Benefits	5,307,272	13,414,854	8,107,582	60.4%	5,476,814	13,851,769	8,374,956	60.5%	267,374	(0.0%)
Total Salaries and Benefits	27,823,456	72,964,155	45,140,699	61.9%	30,224,092	80,294,929	50,070,838	62.4%	4,930,139	(0.5%)
Non-Salary Expenses										
Academic Delivery	14,747	1,719,135	1,704,388	99.1%	456,894	2,388,465	1,931,572	80.9%	227,184	18.3%
Academic Supports	2,510,121	3,516,499	1,006,378	28.6%	2,424,052	3,600,825	1,176,773	32.7%	170,395	(4.1%)
Staffing Development	16,232	607,691	591,459	97.3%	179,245	552,632	373,387	67.6%	(218,072)	29.8%
Business Travel, Accommodation & Hospitality	9,235	567,823	558,588	98.4%	304,066	1,279,889	975,823	76.2%	417,235	22.1%
Advertising	100,331	1,016,383	916,052	90.1%	349,526	1,392,913	1,043,387	74.9%	127,335	15.2%
Telephone, Audit, Legal & Insurance	497,567	1,313,168	815,601	62.1%	541,961	1,247,737	705,776	56.6%	(109,825)	5.5%
Equipment Maintenance	172,470	544,760	372,290	68.3%	247,243	569,912	322,669	56.6%	(49,621)	11.7%
Plant and Security	509,967	3,042,958	2,532,991	83.2%	917,868	3,599,258	2,681,390	74.5%	148,399	8.7%
Rentals and Taxes	539,045	723,640	184,595	25.5%	589,443	848,104	258,662	30.5%	74,067	(5.0%)
Utilities	630,093	2,506,931	1,876,838	74.9%	887,480	2,888,110	2,000,631	69.3%	123,793	5.6%
Contract Services Trent	0	2,683,186	2,683,186	100.0%	90,856	2,640,092	2,549,236	96.6%	(133,950)	3.4%
Finance and Banking	144,520	(1,091,017)	(1,235,537)	113.2%	155,088	(514,285)	(669,373)	130.2%	566,164	(16.9%)
International Payments	814,453	3,064,541	2,250,088	73.4%	1,293,315	6,447,531	5,154,216	79.9%	2,904,128	(6.5%)
Service Fees	1,078,604	4,675,621	3,597,017	76.9%	1,319,803	5,775,991	4,456,189	77.2%	859,171	(0.2%)
Long Term Debt Interest	64,697	162,500	97,803	60.2%	27,458	121,794	94,336	77.5%	(3,467)	(17.3%)
Amortization of Capital Assets	2,876,299	7,450,052	4,573,753	61.4%	2,753,961	6,937,159	4,183,198	60.3%	(390,555)	1.1%
Total Non-Salary Expenses	9,978,380	32,503,871	22,525,491	69.3%	12,538,255	39,776,127	27,237,871	68.5%	4,712,380	0.8%
Total Operating Expenditures	37,801,836	105,468,026	67,666,190	64.2%	42,762,347	120,071,056	77,308,709	64.4%	9,642,519	(0.2%)
Investments	218,227	2,789,917	2,571,690	92.2%	392,863	1,324,607	931,744	70.3%	(1,639,946)	21.8%
Service System Management	6,432,044	15,708,165	9,276,121		0	0	0		(9,276,121)	
Skills Programs	986,675	3,340,323	2,353,648	70.5%	1,187,200	3,513,105	2,325,905	66.2%	(27,743)	4.3%
Tuition Holdback Bursaries	697,980	1,903,909	1,205,929	63.3%	680,163	2,359,768	1,679,605	71.2%	473,676	(7.8%)
Ministry Bursaries	701,501	780,000	78,499	10.1%	258,968	466,966	207,998	44.5%	129,499	(34.5%)
Special Projects	996,003	5,703,910	4,707,907	82.5%	1,058,440	3,924,829	2,866,389	73.0%	(1,841,518)	9.5%
Facilities Renewal and Renovation Projects	-	0	0		112,266	108,463	(3,802)	(3.5%)	(3,802)	
Ancillary Operations	1,201,894	4,438,325	3,236,431	72.9%	1,871,000	5,447,578	3,576,577	65.7%	340,147	7.3%
Net Asset Adjustment		0			0	(96,182)	(96,182)	100.0%	(96,182)	
Total Expenditures	\$ 49,036,160	\$ 140,132,575	\$ 91,096,415	65.0%	\$ 48,323,247	\$ 137,120,190	\$ 88,796,943	64.8%	\$ (2,299,471)	0.2%
Net	\$ 1,654,895	\$ (12,391,438)	\$ (14,046,333)	113.4%	\$ 15,936,760	\$ 2,180,950	\$ (13,755,810)	(630.7%)	\$ 290,523	744.1%

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - Quarterly Reforecast
For the 5 months ending August 31, 2020

	Current Year							Projected Variance
	Actual To 31-Aug-20	Q1 Actual	Q2 Estimate	Q3 Estimate	Q4 Estimate	Fiscal Year Projection	Budget 31-Mar-21	
Revenue								
Grants and Reimbursements	\$ 15,802,026	\$ 10,523,748	\$ 10,372,016	\$ 10,007,054	\$ 15,809,272	\$ 46,712,090	\$ 46,712,090	\$0
Tuition FT Spring	782,662	742,589	40,073	0	0	782,662	782,662	0
Tuition FT Fall	3,378,002	3,002	3,022,880	2,717,590	302,288	6,045,760	6,045,760	0
Tuition FT Winter	927,004	936,874	59,497	1,189,948	3,763,419	5,949,738	5,949,738	0
Domestic Full-time Tuition	5,087,667	1,682,465	3,122,450	3,907,538	4,065,707	12,778,160	12,778,160	0
Tuition International FT Spring	4,132,674	4,132,560	401,157	0	0	4,533,717	4,533,717	0
Tuition International FT Fall	6,771,582	(4,103)	6,987,507	4,103	367,764	7,355,271	7,355,271	0
Tuition International FT Winter	1,766,465	1,760,124	89,608	3,584,334	3,526,770	8,960,836	8,960,836	0
International Full-time Tuition	12,670,721	5,888,581	7,478,273	3,588,437	3,894,533	20,849,824	20,849,824	0
Full-time Tuition	17,758,389	7,571,046	10,600,723	7,495,975	7,960,240	33,627,984	33,627,984	0
Part-time and Other Tuition	1,001,825	478,079	610,079	305,039	640,398	2,033,595	2,033,595	0
Student Tuition Fees	18,760,214	8,049,126	11,210,801	7,801,014	8,600,638	35,661,579	35,661,579	0
Contract Training	1,595	395	5,430	16,290	520,885	543,000	543,000	0
College Ancillary Operations	23,178	(7,338)	59,150	118,300	125,638	295,750	295,750	0
Fee for Service	565,265	516,320	42,000	431,269	161,263	1,150,853	1,150,853	0
Fundraising	0	0	0	0	10,000	10,000	10,000	0
Other Income	490,497	147,182	698,443	1,196,885	418,966	2,461,475	2,461,475	0
Student Fees	2,053,424	581,034	1,970,279	1,693,222	2,005,652	6,250,187	6,250,187	0
Total Other Income	3,115,564	1,237,198	2,769,871	3,439,676	2,721,519	10,168,265	10,168,265	0
Amortization of Deferred Capital Contributions	1,807,145	0	2,159,069	1,079,534	1,079,534	4,318,137	4,318,137	0
Total Operating Revenues	39,486,544	19,810,467	26,517,186	22,343,569	28,731,849	97,403,071	97,403,071	0
Investments	646,415	646,415	0	0	0	646,415	646,415	0
Service System Management	6,840,055	4,104,033	3,946,323	3,946,323	3,711,486	15,708,165	15,708,165	0
Skills Programs	986,675	528,606	711,406	654,381	1,445,930	3,340,323	3,340,323	0
Tuition Holdback Bursaries	697,980	139,736	618,577	678,091	467,505	1,903,909	1,903,909	0
Ministry Bursaries	701,501	678,588	39,000	39,000	23,412	780,000	780,000	0
Special Projects	996,003	540,068	364,440	498,279	4,301,122	5,703,910	5,703,910	0
Facilities Renewal and Renovation Projects	0	0	0	0	578,560	578,560	578,560	0
Ancillary Operations	335,883	229,684	838,392	167,678	441,030	1,676,784	1,676,784	0
Total Revenue	\$ 50,691,055	\$ 26,677,598	\$ 33,035,324	\$ 28,327,321	\$ 39,700,894	\$ 127,741,137	\$ 127,741,137	\$0

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - Quarterly Reforecast
For the 5 months ending August 31, 2020

	Current Year							Projected Variance							
	Actual To 31-Aug-20	Q1 Actual	Q2 Estimate	Q3 Estimate	Q4 Estimate	Fiscal Year Projection	Budget 31-Mar-21								
Expenditures															
Salaries and Benefits															
Academic, Full Time	\$	9,372,084	\$	5,003,596	\$	6,226,687	\$	5,534,359	\$	6,763,234	\$	23,527,876	\$	23,527,876	\$0
Administration, Full Time		3,727,371		1,893,757		2,578,850		2,242,228		2,967,926		9,682,760		9,682,760	0
Support, Full Time		6,037,970		3,397,610		4,154,854		3,520,057		3,245,892		14,318,413		14,318,413	0
Salaries, Full Time		19,137,426		10,294,963		12,960,391		11,296,644		12,977,051		47,529,049		47,529,049	0
Academic, Part Time		3,097,731		1,609,258		3,064,305		4,313,845		1,521,396		10,508,804		10,508,804	0
Other, Part Time		281,027		242,505		425,739		503,569		339,636		1,511,448		1,511,448	0
Salaries, Part Time		3,378,758		1,851,763		3,490,044		4,817,413		1,861,032		12,020,252		12,020,252	0
Benefits		5,307,272		3,150,978		3,460,250		3,151,516		3,652,109		13,414,854		13,414,854	0
Total Salaries and Benefits		27,823,456		15,297,704		19,910,685		19,265,573		18,490,193		72,964,155		72,964,155	0
Non-Salary Expenses															
Academic Delivery		14,747		(14,594)		346,356		972,480		414,893		1,719,135		1,719,135	0
Academic Supports		2,510,121		2,029,131		610,853		392,099		484,416		3,516,499		3,516,499	0
Staffing Development		16,232		(502)		96,488		120,256		391,449		607,691		607,691	0
Business Travel, Accommodation & Hospitality		9,235		13,834		110,099		182,395		261,495		567,823		567,823	0
Advertising		100,331		25,717		228,280		190,365		572,021		1,016,383		1,016,383	0
Telephone, Audit, Legal & Insurance		697,567		171,191		272,164		1,594,523		(724,710)		1,313,168		1,313,168	0
Equipment Maintenance		172,470		166,143		101,152		142,717		134,748		544,760		544,760	0
Plant and Security		509,967		232,011		427,235		648,413		1,735,299		3,042,958		3,042,958	0
Rentals and Taxes		539,045		77,873		427,825		77,874		140,069		723,640		723,640	0
Utilities		630,093		275,581		732,605		711,268		787,477		2,506,931		2,506,931	0
Contract Services Trent		0		0		0		0		2,683,186		2,683,186		2,683,186	0
Finance and Banking		144,520		39,677		211,970		151,984		(1,494,648)		(1,091,017)		(1,091,017)	0
International Payments		614,453		82,507		960,763		1,009,627		1,011,644		3,064,541		3,064,541	0
Service Fees		1,078,604		741,792		722,444		902,134		2,309,251		4,675,621		4,675,621	0
Long Term Debt Interest		64,697		36,611		45,748		44,632		35,510		162,500		162,500	0
Amortization of Capital Assets		2,876,299		1,725,780		1,903,945		1,741,621		2,078,707		7,450,052		7,450,052	0
Total Non-Salary Expenses		9,978,380		5,602,750		7,197,928		8,882,388		10,820,804		32,503,871		32,503,871	0
Total Operating Expenditures		37,801,836		20,900,454		27,108,613		28,147,962		29,310,997		105,468,026		105,468,026	0
Investments		218,227		24,136		603,229		472,542		1,690,010		2,789,917		2,789,917	0
Service System Management		6,432,044		3,219,367		3,638,502		3,917,583		4,932,713		15,708,165		15,708,165	0
Skills Programs		986,675		528,606		711,406		654,381		1,445,930		3,340,323		3,340,323	0
Tuition Holdback Bursaries		697,980		139,736		618,577		678,091		467,505		1,903,909		1,903,909	0
Ministry Bursaries		701,501		678,588		39,000		39,000		23,412		780,000		780,000	0
Special Projects		996,003		540,068		364,440		498,279		4,301,122		5,703,910		5,703,910	0
Ancillary Operations		1,201,894		775,655		1,555,471		1,346,297		760,901		4,438,325		4,438,325	0
Total Expenditures	\$	49,036,160	\$	26,806,611	\$	34,639,239	\$	35,754,135	\$	42,932,590	\$	140,132,575	\$	140,132,575	\$0
Net	\$	1,654,895	\$	(129,013)	\$	(1,603,914)	\$	(7,426,814)	\$	(3,231,696)	\$	(12,391,438)	\$	(12,391,438)	\$0

2020-2021 Capital Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	College Base Capital	Enhanced College Capital Grants
Building Construction/Renovations			
C-Wing redesign	C-wing Architect engaged to develop plans to modernize the college C-Wing as one of the remaining spaces not upgraded.	250,000	
LAN room chiller install	Completion (install) of prior year project to replace cooling system for Sutherland data centre.	60,000	
Roof Replacements	Annual cycle roof replace repair.		375,000
Subtotal Projects > \$50, 000		310,000	375,000
Subtotal Projects < \$50, 000		52,270	
Total Building Construction/Renovations		\$ 362,270	\$ 375,000
Network/IT Systems			
Wireless infrastructure upgrades	Enhancements to wireless availability and reliability on campus. More laptop use will also put a higher demand on wireless access	124,092	
AV Digital Upgrade	Classrooms - upgrade lecture theatres and classrooms to digital standard. Needed to support ongoing digital course delivery when back on campus	104,000	
Frost GIS local file server	Need performance improvements to server at Frost related to the GIS program (HW, HDD, BU license (on ITS list))	51,705	
Total Network/IT Systems		\$ 279,797	
Academic Equipment			
TT02-Multiprocess Welder	The multi process welding machines serves many college program including the Carpenter Apprentice (AGB), Carpentry and Renovation Technician (CPT), Carpentry and Renovation Techniques (CNS), Heating, Refrigeration and Air Conditioning (HVT), Mechanical Techniques (PLM), Trades Fundamentals (TTF), Welding and Fabrication Technician (WFT), Welding Techniques (WTQ), Heavy Equipment Operator (HEO) as well as Continuing Education and Dual Credit programs is nearing the end of its life.	139,397	
TT05-Microwave Kits	New equipment to provide students within the college computer networking programs exposure to radio theory at the cellular phone 4G and 5G technology. The proposed upgrades to our system will enable programs to remain relevant in current technologies.	97,742	
SENRS01-Conservation Equipment	New equipment required prior to launch of new Conservation Biology program as previously reviewed and approved through new program proposal	50,257	
TT01-AI&VR	New equipment required prior to launch of new AI/VR program as previously reviewed and approved through new program proposal		126,343

2020-2021 Capital Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	College Base Capital	Enhanced College Capital Grants
Senrs Spectrometer	Replace obsolete ICP-OES (no longer supported by the manufacturer and currently experiencing performance issues) and increase our capacity to analyse low level metals in varied samples types such as plant and animal tissue, soils and sediments pertaining to multiple disciplines within the college		101,000
HW10-Silicone Anatomy Model	Procurement of this equipment will enhance the experiential learning of students through the use of simulation and provides a cadaver-like experience for the students without the facilities, expertise and costs required for cadaver dissection.		69,386
Subtotal Projects > \$50, 000		287,396	296,729
Subtotal Projects < \$50, 000		373,026	176,068
Total Academic Equipment		\$ 660,422	\$ 472,797
Applied Research			
CFI - Aquaculture	CFI funding will allow Fleming College to build and equip a dedicated research hatchery. The space and equipment will allow faculty and techs to work with industry partners to evaluate potential improvements in fish husbandry, productive, and technologies in the growing aquaculture industry both provincially and nationally.	\$ 428,804	\$ 1,863,215
CFI - IIoT	CFI funding will allow Fleming College to create and equip an Industrial Internet of Things (IIoT) deployment lab by retrofitting existing space to create a clean room and a lab dedicated to sensors and IIoT applied research. The renovated space will allow Fleming College to work with industry partners to develop innovative communication and sensor technologies with multiple industrial applications.	\$ 144,696	\$ 1,850,978
CFI - Water Reclamation	Continuation of prior year project through CFI funding and the Ontario Research Fund for equipment that will allow Fleming's Centre for Advancement of Water and Wastewater Technologies and its private sector partners to discover and develop techniques and methods for water reclamation and nutrient removal.		\$ 1,016,126
NSERC - ARTI	OARI successfully obtained funding from NSERC for the acquisition of a centrifuge with a SCADA control system and an inline TSS probe that will allow the CAWT to expand its capacity to assist partners with their onsite wastewater treatment technologies research needs. As well, a second SCADA control system was awarded to allow SENRS to automate its processes in the Salmonid fish hatchery at the Frost Campus and thus expand aquaculture research.		311,759
Total Applied Research		\$ 573,500	\$ 5,042,078
Total 2020-2021 Capital Investment Plan			
		\$ 1,875,989	\$ 5,889,875

Fleming College Financial Plan
Revised Budget 2020-2021 as at August 31/2020
Financial Sustainability Metrics (Indicators)

		Projected Balance March 31/21	Projected Balance March 31/20	Change
Ratios	Benchmarks			
Annual Surplus/(Deficit) (in millions of \$)	> \$ 0	\$ (12)	\$ 2	\$ (14)
Accumulated Surplus/(Deficit) (in millions of \$)	> \$ 0	\$ 23	\$ 35	-\$ 12
		Pass	Pass	
Quick Ratio	> 1:1	1.4	1.9	(0.4)
		Pass	Pass	
Debt to Assets Ratio	< 35.0 %	26.4%	26.5%	(0.1%)
		Pass	Pass	
Debt Servicing Ratio	< 3.0%	1.4%	1.1%	0.3%
		Pass	Pass	
Net Assets to Expense Ratio	> 60.0%	77.1%	88.3%	(11.2%)
		Pass	Pass	
Net Income to Revenue Ratio	> 1.5%	(9.7%)	1.6%	(11.3%)
		Fail	Pass	

Fleming College

Fleming College Financial Plan 2020-2021

DRAFT September 2020

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I. Summary

The College Financial Plan for 2020-2021 anticipates a deficit of \$12.4 million which will reduce College reserves/unrestricted net assets.

Total revenues in this Financial Plan are forecasted at \$127.7 million, a decrease of \$11.6 million (8.0%) from the 2019-2020 year-end actual results. This is somewhat misleading as tuition revenues are down by almost \$20 million because of reduced enrolment forecasts however the new \$16 million revenue for the Ontario System Service Manager (SSM) contract has also been included in the budget. Most of this contract is transfer payment funding to employment service providers including Fleming Employment Services.

With the addition of SSM, expenditures are planned at \$140.1 million which is \$3.0 million (2.2%) greater than the 2019-2020 year-end actual results. Operating expenses however have declined by \$15.1 million over the 2019-2020 actual results in relation to anticipated enrolment reductions.

Capital Investment is budgeted at \$7.8 million with \$5.9 million projected to be funded by capital grants for a final Net Assets projection of \$29.8 million.

**Fleming College Financial Plan
Preliminary Budget 2020/2021**

(\$ 000's)

	Preliminary Budget 2020/2021	Year End Actual 2019/2020	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 46,712	\$ 45,528	\$ 1,184	2.6%
Student Tuition Fees	35,662	55,417	(19,755)	(35.6%)
Contract Training	543	1,207	(664)	(55.0%)
Other Income	10,168	16,642	(6,473)	(38.9%)
Amortization	4,318	4,499	(181)	(4.0%)
Skills, Bursaries, Ancillary & Projects	30,338	16,009	14,329	89.5%
Revenue	<u>127,741</u>	<u>139,301</u>	<u>(11,560)</u>	<u>(8.3%)</u>
Operating Expenses	98,018	113,134	(15,116)	(13.4%)
Amortization Expense	7,450	6,937	513	7.4%
Skills, Bursaries, Ancillary & Projects	34,665	17,046	17,618	103.4%
Expenses	<u>\$ 140,133</u>	<u>\$ 137,117</u>	<u>3,015</u>	<u>2.2%</u>
Excess of Revenue over Expenditures	<u>\$ (12,391)</u>	<u>\$ 2,184</u>	<u>(14,575)</u>	<u>(667.4%)</u>
	Projected Balance Mar 31/21	Year End Balance Mar 31/20	\$ Increase (Decrease)	% Increase (Decrease)
NET ASSETS				
Invested in Capital Assets				
As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	20,647	21,264	\$ (617)	
Total Invested in Capital Assets	<u>23,064</u>	<u>23,681</u>	<u>(617)</u>	<u>(2.6%)</u>
Unrestricted				
Operating (Board Reserves)	9,242	19,946	(10,704)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(9,112)	(9,112)	-	
Total Unrestricted	<u>130</u>	<u>10,834</u>	<u>(10,704)</u>	<u>(98.8%)</u>
Internally Restricted	-	1,070	(1,070)	
Subtotal Net Assets	<u>23,194</u>	<u>35,585</u>	<u>(12,391)</u>	<u>(34.8%)</u>
Externally restricted	6,712	6,712	-	
Accumulated remeasurement gain	(89)	(89)		
TOTAL NET ASSETS	<u>\$ 29,817</u>	<u>\$ 42,208</u>	<u>\$ (12,391)</u>	<u>(29.4%)</u>

II. Revenue

College revenues are forecasted at \$127.7 million, a decrease of \$11.6 million (8%) from the 2019-2020 year-end actual results.

As noted earlier, this is the first year for the provincial System Service Manager (SSM) revenue of \$16 million which skews the comparative results. Without this SSM revenue, budgeted operating revenues would have dropped by almost \$26 million year over year.

SIR SANDFORD FLEMING COLLEGE

Statement of Revenue and Expenditures

Preliminary Budget - 2020/2021

	Preliminary Budget 2020-2021	Prior Year Actual March 31, 2020	Change from Prior Year Actual \$	Change from Prior Year Actual %
Revenue				
Grants and Reimbursements	\$ 46,712,090	\$ 45,527,902	\$ 1,184,188	3%
Full-time Tuition	\$ 33,627,984	\$ 51,838,932	\$ (18,210,948)	(35%)
Part-time Tuition	\$ 2,033,595	\$ 3,577,908	\$ (1,544,313)	(43%)
Student Tuition Fees	\$ 35,661,579	\$ 55,416,840	\$ (19,755,261)	(36%)
Contract Training	\$ 543,000	\$ 1,207,398	\$ (664,398)	(55%)
Total Other Income	\$ 10,168,265	\$ 16,641,595	\$ (6,473,330)	(39%)
Amortization of Deferred Capital Contributions	\$ 4,318,137	\$ 4,498,764	\$ (180,627)	(4%)
Total Operating Revenues	\$ 97,403,071	\$ 123,292,499	\$ (25,889,428)	(21%)
Service System Manager	\$ 15,708,165	\$ 156,183	\$ 15,551,982	n/a
Skills Programs	\$ 3,340,323	\$ 3,354,028	\$ (13,705)	(0%)
Tuition Holdback Bursaries	\$ 1,903,909	\$ 2,359,768	\$ (455,859)	(19%)
Ministry Bursaries	\$ 780,000	\$ 466,966	\$ 313,034	67%
Special Projects	\$ 5,703,910	\$ 3,933,741	\$ 1,770,169	45%
Facilities/Equipment Renewal and Renovation	\$ 1,224,975	\$ 98,302	\$ 1,126,673	1146%
Ancillary Operations	\$ 1,676,784	\$ 5,639,651	\$ (3,962,867)	(70%)
Total Revenue	\$ 127,741,137	\$ 139,301,140	\$ (11,560,003)	(8%)

Highlights of significant budget assumptions and budget changes in revenue are summarized as follows:

1. Grants and Reimbursements

Grants are budgeted to increase by \$1.184 million from 2019-2020 as follows (\$ 000's):

	2020-2021	2019-2020	Change from prior year
Basic Operating Grant	\$24,259	\$32,067	
Performance Funding Grant	10,728	1,795	
College Funding Formula	\$34,987	\$33,862	\$ 1,125
BScN Grant	4,248	4,014	234
Small Northern & Rural Grant	3,969	3,969	-
Second Career Grant	400	388	12
Apprentice Grants	1461	1486	(25)
Special Needs Grants	671	721	(50)
Municipal Tax Credit	237	362	(125)
Rental Grants	230	218	12
Medical & Clinical Grant	376	380	(4)
Misc. Recoveries	133	128	5
Grants and Reimbursements	\$46,712	\$45,528	\$1,184

Significant changes to note include an overall grant increase under the College Funding Formula due to a reduction in amounts that are paid back to the province as a 'head tax' for international student enrolments.

2. Student Tuition Fees

Tuition fee revenue is forecasted to be \$35.7 million, down \$19.8 million (36%) from the 2019-2020 year-end actual results.

Full-time tuition is based on a College enrolment plan that is detailed at the program level using approved tuition rates that vary by program. Overall, the enrolment plan is projecting a decline as a result of the COVID-19 pandemic impacts.

3. Contract Training

Contract training revenue is subject to annual fluctuation dependant on client groups and specific contracts acquired. Currently the College is projecting very limited training for international clients.

4. Other Income

Other income is projected to decrease by \$6.5 million (39%) from the 2019-2020 year-end actual results. Other income derives from a variety of sources, including provincially funded projects/programs, administrative fees, bookstore and food services commissions, as well as recovery from students for student supply fees, academic fees for field placements, and international student health fees.

Most sources of these revenues are projected to decrease for 2020-2021 in relation to lower anticipated enrolments and student activity.

5. Non-Operating Revenues

Non-operating revenues vary significantly year over year as many are based on contractual agreements negotiated annually.

A new provincial contract for the College as the Muskoka & Kawartha region System Service Manager (SSM) has added \$16 million in new grant funding for the purpose of transforming employment services throughout the region. This will serve over 9,600 clients a year through a network of local service providers, with specialized support for persons with disabilities and individuals with complex needs. Most of these funds are flow through transfer payments to the employment service providers including Fleming Employment Services.

Skills Programs include the College contracts for Literacy Basic Skill and Employment Services (CREW).

Tuition Holdback and Ministry Bursaries represent the standard annual bursaries that are disbursed. As tuition will be reduced this year the holdback for disbursement will also be reduced, however the College is planning added supports to students through Ministry grant and donated funds.

Special Projects include newly negotiated funding agreements, primarily for projects managed through the Office of Applied Research.

Facility Renewal and Renovation Projects revenue represents funding received from the federal and provincial governments for facility and other projects as well as funding received and allocated for items under \$5,000 of value, such as academic equipment and personal computers. Items over \$5,000 are deemed capital assets. While grants are relatively stable, the mix between capital asset and expense will change from year to year depending on the nature and value of these items. For this year, additional grant has also been allocated to the College which will be used to fund IT items in support of College online delivery requirements.

Ancillary Operations revenues are associated with the College residence and parking operations. Reductions are again expected to occur with significant reduction in student enrolment and on-campus activity during the year.

III. Expenditures

College expenditures are budgeted at just over \$140.1 million, an increase of \$3.0 million (2.2%) from the 2019-2020 year-end actual results. As noted earlier, \$16 million of this years' expenditures are new and relate to the Provincial System Service Manager (SSM) contract.

	Preliminary Budget 2020-2021	Prior Year Actual March 31, 2020	Change from Prior Year Actual \$	Change from Prior Year Actual %
Expenditures				
Salaries and Benefits				
Salaries, Full Time	\$ 47,529,049	\$ 47,947,632	\$ (418,583)	(1%)
Salaries, Part Time	\$ 12,020,252	\$ 18,495,528	\$ (6,475,276)	(35%)
Total Salaries	\$ 59,549,301	\$ 66,443,160	\$ (6,893,859)	(10%)
Benefits	\$ 13,414,854	\$ 13,851,769	\$ (436,915)	(3%)
Total Salaries and Benefits	\$ 72,964,155	\$ 80,294,929	\$ (7,330,774)	(9%)
Non-Salary Expenses				
Academic Delivery	\$ 1,719,135	\$ 2,388,465	\$ (669,330)	(28%)
Academic Supports	\$ 3,516,499	\$ 3,600,825	\$ (84,326)	(2%)
Staffing Development	\$ 607,691	\$ 552,632	\$ 55,059	10%
Business Travel, Accommodation & Hospitality	\$ 567,823	\$ 1,279,889	\$ (712,066)	(56%)
Advertising	\$ 1,016,383	\$ 1,392,913	\$ (376,530)	(27%)
Telephone, Audit, Legal & Insurance	\$ 1,313,168	\$ 1,247,737	\$ 65,431	5%
Equipment Maintenance	\$ 544,760	\$ 569,912	\$ (25,152)	(4%)
Plant and Security Contracts	\$ 3,042,958	\$ 3,599,258	\$ (556,300)	(15%)
Rentals and Taxes	\$ 723,640	\$ 848,104	\$ (124,464)	(15%)
Utilities	\$ 2,506,931	\$ 2,888,110	\$ (381,179)	(13%)
Contract Services Trent	\$ 2,683,186	\$ 2,640,092	\$ 43,094	2%
International Payments	\$ 3,064,541	\$ 6,447,531	\$ (3,382,990)	(52%)
Finance and Banking	\$ (1,091,017)	\$ (514,285)	\$ (576,732)	112%
Other Service Fees	\$ 4,675,621	\$ 5,775,991	\$ (1,100,370)	(19%)
Long Term Debt Interest	\$ 162,500	\$ 121,794	\$ 40,706	33%
Amortization of Capital Assets	\$ 7,450,052	\$ 6,937,159	\$ 512,893	7%
Total Non-Salary Expenses	\$ 32,503,871	\$ 39,776,127	\$ (7,272,256)	(18%)
Total Operating Expenditures	\$ 105,468,026	\$ 120,071,056	\$ (14,603,030)	(12%)
Investments	\$ 2,789,917	\$ 1,433,070	\$ 1,356,847	95%
Service System Management	\$ 15,708,165	\$ 156,183	\$ 15,551,982	n/a
Skills Programs	\$ 3,340,323	\$ 3,354,028	\$ (13,705)	(0%)
Tuition Holdback Bursaries	\$ 1,903,909	\$ 2,359,768	\$ (455,858)	(19%)
Ministry Bursaries	\$ 780,000	\$ 466,966	\$ 313,034	67%
Special Projects	\$ 5,703,910	\$ 3,924,829	\$ 1,779,081	45%
Ancillary Operations	\$ 4,438,325	\$ 5,447,578	\$ (1,009,253)	(19%)
Net Asset Adjustment	\$	\$ (96,182)	\$ 96,182	(100%)
Total Expenditures	\$ 140,132,575	\$ 137,120,190	\$ 3,012,385	2%
Net	\$ (12,391,438)	\$ 2,180,950	\$ (14,572,388)	n/a

Highlights of significant budget assumptions and budget changes on expenditures are summarized as follows:

1. Full Time Salaries

FT salary expenditures are projected to decrease by 0.4 million (1%) over the 2019-2020 year-end actuals. While an increase in full time (FT) salaries was forecast based on Faculty and Support Staff Collective Agreements, due to the COVID-19 pandemic cost cutting initiatives were required which included FT staffing. Except for operationally critical recruitment, hiring plans this fiscal year have been deferred. FT salary projections also include sick leave and severance payment provisions.

2. Part Time Salaries

Part time (PT) salaries are expected to decrease by \$6.5 million (35%) from the 2019-2020 year-end actuals as a result of cost saving initiatives.

3. Academic Delivery

Academic Delivery including a variety of costs for classroom supplies and field camps are decreasing by \$669,330 (28%) considering reduced activity and a reduction in planned student enrolments.

4. Business Travel, Accommodation & Hospitality

Overall the travel budgets are planned to decrease by \$712,066 (56%) as a result of a reduction in face to face meetings due to the pandemic and out of country and international recruitment fairs reduced.

5. Advertising

Advertising in the form of promotional events requiring travel and social gathering have been restricted. Additionally, funding for enhancements planned for marketing redesign and web advertising has been scaled back as a cost saving initiative resulting in a decrease in spending of \$376,530 (27%).

6. Plant and Security

Budget has set aside funding for scheduled maintenance and ability to address health and safety concerns; however, all discretionary project work has been put on hold for a budget savings over prior year of \$556,300 (15%)

7. Rentals and Taxes

With reduced enrolment the College municipal per diem head tax is expected to decline. Using current enrolment projections there is a projected savings of \$124,464 (15%)

8. International Payments

Funding required for international student health insurance and payment to recruiting agents are planned with a significant decrease based on projected decrease in international enrolments for a budget reduction of \$3,382,990 (52%).

9. Other Services and Fees

Prior year expenditure in services and fees included a significant number of projects engaging consultants and other professionals. Discretionary spending in this area, except required prior year completion were deferred reducing expenditures from prior year by \$1,100,370 (19%).

10. Non-Operating Expenditures

As previously described with Non-Operating Revenues, the College enters into many contractual agreements negotiated annually that can vary significantly year to year. Outside of these agreements the College also provides funding for investment into assets and/or projects that are not capital asset by nature.

The 2020-2021 planned investments of \$ 2.8 million represents a placeholder of \$1.5 million for College infrastructure and protective equipment that will be required to bring students back into the classroom, into labs and/or on field placements and staff back to campus while adhering to safety protocols. The balance of \$1.3 million includes \$1.2 million funded through facility renewal and equipment grants with \$100K in discretionary projects required to replace obsolete equipment in the classroom.

IV. Capital

Capital spending in 2020-2021 is budgeted at \$7.8 million of which \$5.9 million is funded from various grant sources. The balance of \$1.9 million is capital funded from the College for assets deemed critical for ongoing operations.

Capital budgeted for 2020-2021 is summarized below:

	College Funded	Grant Funded	Total Capital
Building Construction/Renovation	\$362,270	\$375,000	\$737,270
Network/IT Systems	\$279,797	n/a	\$279,797
Academic Equipment	\$660,422	\$472,797	\$1,133,219
Applied Research	\$573,500	\$5,042,078	\$5,615,578
Total	\$1,875,989	\$5,889,875	\$7,765,864

Unrestricted Net Assets forecasted at March 31, 2021
Based on March 31, 2021 Budget

	Updated Budget March 31/21	First Budget March 31/21	Audited F/S's March 31/20
Total Net Assets - Beginning of Year	\$ 42,207,664	\$ 42,207,664	\$ 39,945,576
<u>Add-back LT items - funds not imminently required:</u>			
Post-employment benefits & compensated absences	3,703,000	3,703,000	3,703,000
Vacation pay accrual	5,409,000	5,409,000	5,409,000
<u>Less:</u>			
Restricted for Endowments	(6,712,129)	(6,712,129)	(6,627,991)
Invested in Capital Assets at March 31/19	(23,064,000)	(23,064,000)	(23,681,009)
Internally restricted reserve	89,000	(981,000)	(984,000)
In year surplus (deficit)	(12,391,438)	(9,164,103)	2,180,950
Unrestricted Net Assets Balance - End of Year	\$ 9,241,097	\$ 11,398,432	\$ 19,945,526



Board of Governors | Briefing Note

Topic: New Program Proposal Entrepreneurship & Innovation
Report To: Public Board Meeting
Meeting Date: September 30, 2020
Prepared By: Dr. Musabbir Chowdhury, Dean | School of Business

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the proposal for an Entrepreneurship & Innovation Ontario College Graduate Certificate Program for implementation September 2021.

Overview

The Entrepreneurship & Innovation (E&I) Ontario College Graduate Certificate program is a two-semester, hybrid-delivered offering developed to meet the needs of existing and aspiring entrepreneurs located in Northumberland County, City of Kawartha Lakes, City of Peterborough, Haliburton County and surrounding areas.

Fleming College has the opportunity to partner with the above region's local business incubators and plans to deliver the program's in-person curricula at the incubators-based location. If these partnerships are not feasible, Fleming will investigate other community partnerships for delivery.

Industry professionals and local business partners may be engaged in providing mentorship to learners enrolled in the E&I program. Existing program standards for Entrepreneurship (presented to the Board of Governors in 2018-2019) will be modified to include such emerging trends as risk-taking and innovation in today's digital society. Development of this program will allow Fleming College and its School of Business to meet objectives outlined in the 2019-2024 Strategic Plan and meet student and industry demand for formal entrepreneurship programming.

The E&I program's courses may be marketed as standalone units – micro-credentials – to entrepreneurs enrolled in Canada wide incubators/accelerators.

The COVID-19 pandemic has triggered increased regional unemployment; introduction of this program will provide the area's inhabitants the venue to retain and gain valuable, industry-expected skills via professional development opportunities.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

One priority in Fleming College's 2019-2024 Strategic Plan is to meet the demands of the labour market. On average, 95,000 businesses are created each year in Canada while 85, 000 businesses disappear (Government of Canada, 2019). With a yearly net increase of 10, 000 businesses across Canada, there is a demonstrated need for increased education in Entrepreneurship to support new business growth and sustainability. Furthermore, providing valuable skills and knowledge to entrepreneurs increases a skilled workforce which will lead to increased job prospects with the success of new businesses.

Another priority of the Strategic Plan is to focus on building community partnerships. With Fleming's existing campus' in Peterborough, Lindsay, Cobourg and Haliburton and through partnership with

community partners, this program introduction will increase Fleming's presence in the above areas. This meets the following commitment laid out in the Plan:

"Expand our partnerships to boost community innovation, by partnering with such organizations as Peterborough & the Kawarthas Economic Development and initiatives like the Innovation Cluster Peterborough and the Kawarthas. This will leverage the many talents of our alumni to support small business and entrepreneurs, who are playing an increasing role in the economy of the future"

Risks and Considerations

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

Entirely face to face delivery at incubator locations or other community partners may limit program enrollment due to the small population and demographics in some areas, such as Cobourg.

Hybrid/online programs will attract domestic students as Visa requirements for international students specify more than 50% of the program must be delivered face to face.

2023-2024 enrolment numbers are based upon the current level of enrollment of three programs. Project Management (PMG), Supply Chain Management (SCL) and Global Business Management (GBS). Within each of these programs, the current level of enrollment are as follows; PMG – 140, SCL-75 and GBS – 75 students. These numbers align with the projected enrollment for the year 2023-2024.

- Projected enrolment, anticipated revenue/loss, and CTO for years 1 – 3 are as follows:

<u>Year</u>	<u>Enrolment</u>	<u>Revenue/Loss</u>	<u>Projected CTO</u>
2021 – 2022	15	- \$26,605	24%
2022 – 2023	35	\$32,490	50%
**2023 – 2024	60	\$45,345	51%

Supporting Documentation

Government of Canada (2019). Key small business statistics. Retrieved online from http://www.ic.gc.ca/eic/site/061.nsf/eng/h_03090.html#point1-2



Board of Governors | Briefing Note

Topic: 2019-2020 Fleming Annual Report
Report To: Public Board Meeting
Meeting Date: September 30, 2020
Prepared By: Sherry Gosselin, Director, Project Management and Institutional Research Office

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the *2019-2020 Annual Report* for submission to the Ministry of Colleges and Universities (MCU) and to post to the College website as per the *MCU Annual Report Operating Procedure* (2010).

Overview

The Annual Report charts the college's achievement of the *2019-2020 Business Plan* objectives and financial performance, as well as progress on the *2019-2024 Strategic Plan* commitments and goals. When colleges start to report on achievement of the *2020-2025 Strategic Mandate Agreement* (SMA3) metric target floors, this too will be included in subsequent Annual Reports.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

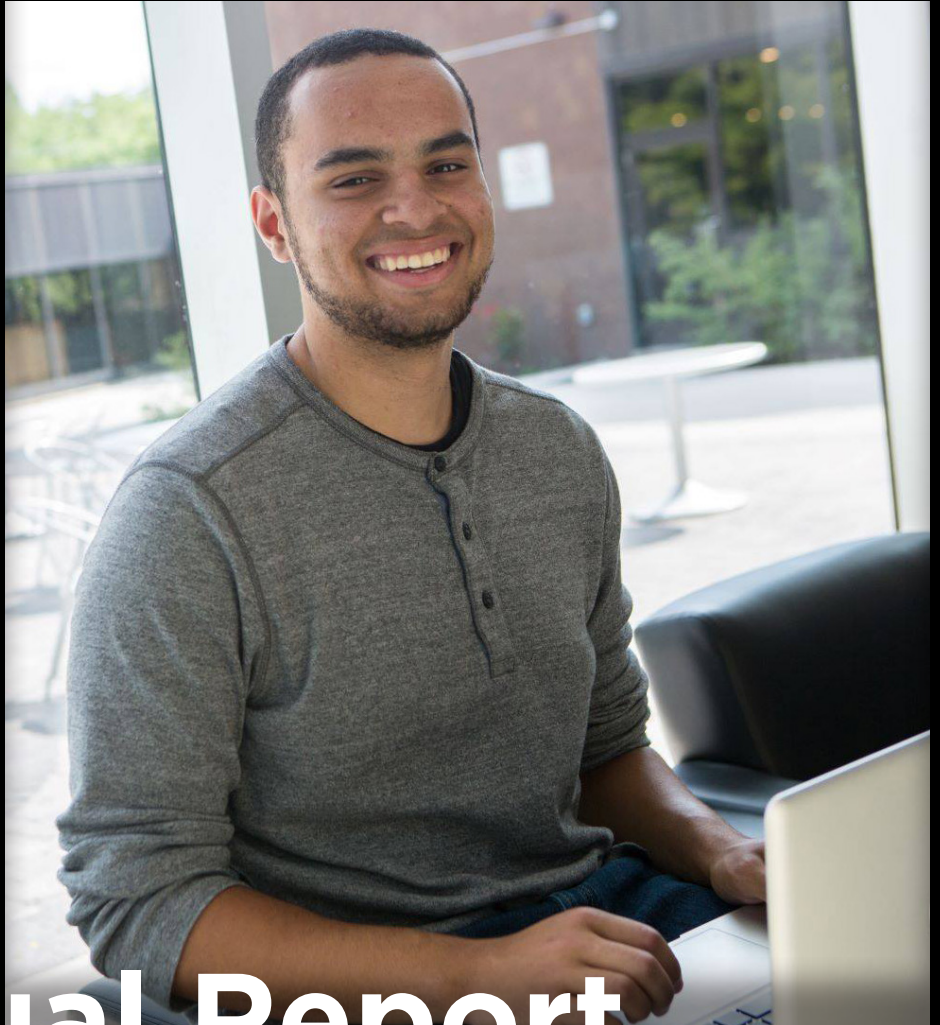
A key purpose of the Annual report is accountability to the Board, the public and the government and is required by MCU normally by July 31st each year. A deadline extension was given this year to the end of September due to the COVID-19 pandemic.

Risks and Considerations

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

Supporting Documentation

Fleming College



Annual Report 2019-2020

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Introduction

Fleming College's 2019/2020 Annual Report is the first report provided under the college's 2019-2024 Strategic Plan, *Our Fleming, Our Future*. The theme of transition and change has continued throughout this past year.

Prior to the COVID-19 pandemic and the resultant campus closures in March, the college made significant progress towards achieving its strategic and operational goals and objectives. The college conducted in-depth operational reviews and then reorganized and aligned best business practices with the goals outlined in the new strategic plan.

With the onset of the COVID-19 pandemic, the college quickly shifted its priorities to ensure the safety of its students, employees and communities. Fleming has been an important partner in developing regional pandemic solutions and will continue to support the post-pandemic recovery in all of our communities.

Over the past year, numerous bilateral discussions have occurred regarding the 2020-2025 Strategic Mandate Agreement (SMA3) between the Ministry of Colleges and Universities and Fleming College. The college has submitted its agreement to the Ministry notwithstanding the uncertainty presented by COVID-19 and the unknown longer-term impacts of the pandemic on enrolment, labour market conditions and future funding models.

"Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow."

– William Pollard

During an unprecedented year of change and uncertainty, Fleming has made significant progress toward the achievement of the 2019-2024 Strategic Plan goals and commitments as described in this report. The college is committed to overcoming the current challenges and continuing to work diligently towards its vision of "creating prosperity and transforming communities through education and innovation".



On behalf of the Board of Governors of Sir Sandford Fleming College, it is my pleasure to present our 2019-2020 Annual Report. We are sincerely grateful to President Maureen Adamson, and the entire team of Fleming employees for the dedication and hard work during these difficult times.

Several notable policies were approved this year by the Board of Governors including: Honouring the Rights of Indigenous Persons Policy, Animal Care and Welfare Policy, and the Sexual Violence Prevention Policy. The Board also monitored and evaluated both operational and strategic activities such as: the Quality Audit Improvement Plan, Enterprise Risk Management report, student enrolment, as well as new program recommendations and existing program suspensions.

Of particular note were changes to by-laws which altered our governance committee structures, unanimously approved by the Board of Governors in January of this year. One result is a newly established Fleming College Council, which provides a means for the college community to provide advice to the President on matters of importance to both students and staff.

During COVID-19, Fleming's Board of Governors continued to meet virtually to review the administrative response to the crisis and monitor the mitigation strategies as they evolved. Despite the pandemic crisis, the Board of Governors was able to achieve many significant and strategic accomplishments during the past year.

On behalf of Fleming's Board of Governors, I want to thank the Province of Ontario for its ongoing commitment to stabilizing postsecondary education and funding.

Finally, I wish to thank and acknowledge the work of my fellow Governors. It is my pleasure to have served as Board Chair this past year.

A handwritten signature in dark ink, reading "Dan Marinigh". The signature is written in a cursive, flowing style.

Dan Marinigh, Chair

Sir Sandford Fleming Board of Governors



Along with Board Chair Dan Marinigh and the Board of Governors of Fleming College, I am pleased to submit this Annual Report on the 2019-2020 progress made toward achieving our Strategic Plan.

This has been a year of disruptive and unprecedented change. I am pleased to say that Fleming was an early leader in announcing our Fleming Safe plan which defined our plans to begin the school year fully online with contingency plans that would allow for increasing face-to-face delivery when guidance from public health authorities allows a return to classes. We are prepared for future changes to the pandemic health regulations with appropriate protocols and alterations to our operations and facilities already in place.

Although the change was abrupt and unexpected, it has driven us to accelerate enhancements in our technology and digital business operations. From the onset COVID-19, we moved far and fast in this area. There is still much to do, but we have taken a large leap forward in addressing online learning, micro credentials, remote delivery barriers and technological teaching and learning pedagogy.

Prior to the pandemic, we had made many adjustments and restructurings to facilitate the achievement of our goals and commitments in the 2019-2024 Strategic Plan. As a result of these changes, we have increased our agility and capacity to take advantage of opportunities presented, even those presented by COVID-19. Responsive faculty, staff and administrators quickly addressed a variety of COVID-19 issues with creative solutions to the benefit of our students and communities.

During these extraordinary times, I want to acknowledge all the hard work and dedication of our Board, employees, communities and partners. I am amazed and inspired by the resiliency of our students, employees and communities.

While we all look forward to a post-pandemic “new normal”, in the meantime, we will continue to address the current crisis with safety as our overriding principle and we will continue to rely on the creativity and commitment of our employees to drive us toward the successful achievement of our strategic goals.

A stylized, handwritten signature in black ink, appearing to read 'Maureen Adamson'.

Maureen Adamson,
President

2019–2024 Strategic Plan

Mission

To empower our students with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world.

Vision

Creating prosperity and transforming communities through education and innovation.

Values

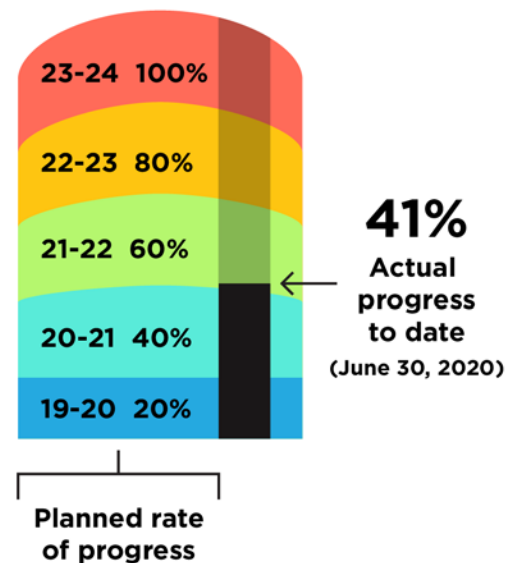
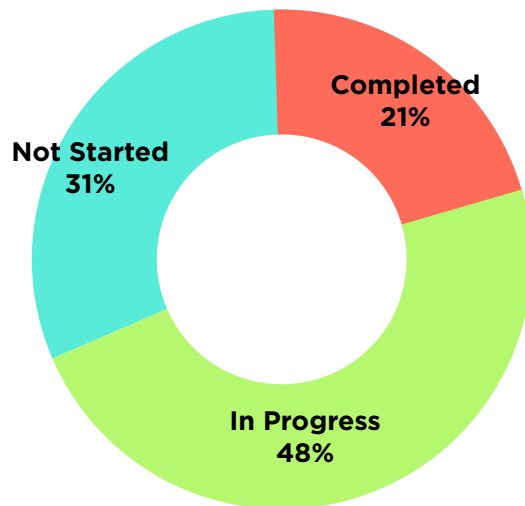
We will achieve our vision and mission by adhering to our values, which are:

- Responsiveness
- Innovation
- Collaboration
- Inclusiveness
- Accountability

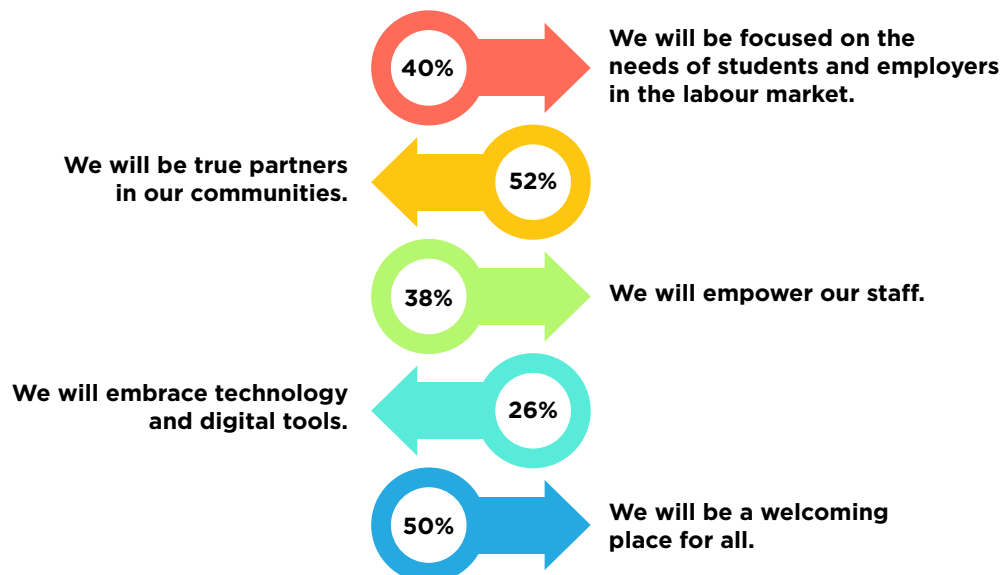
Progress on Fleming's 2019-2024 Strategic Plan

- 126 Action Items
- to achieve 20 Goals
- related to 5 Commitments
- over 5 years

20 Goals



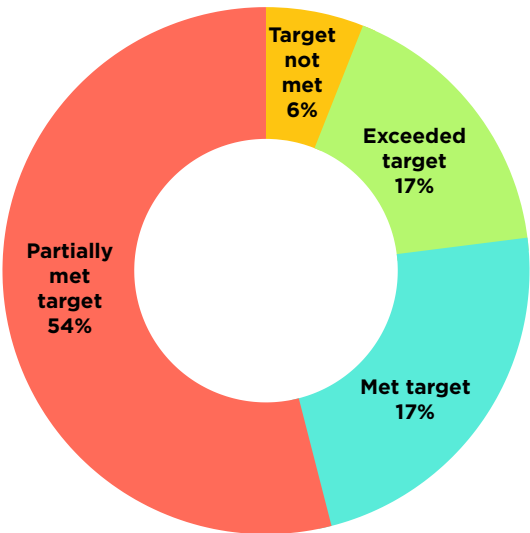
5 Commitments – Progress to Date



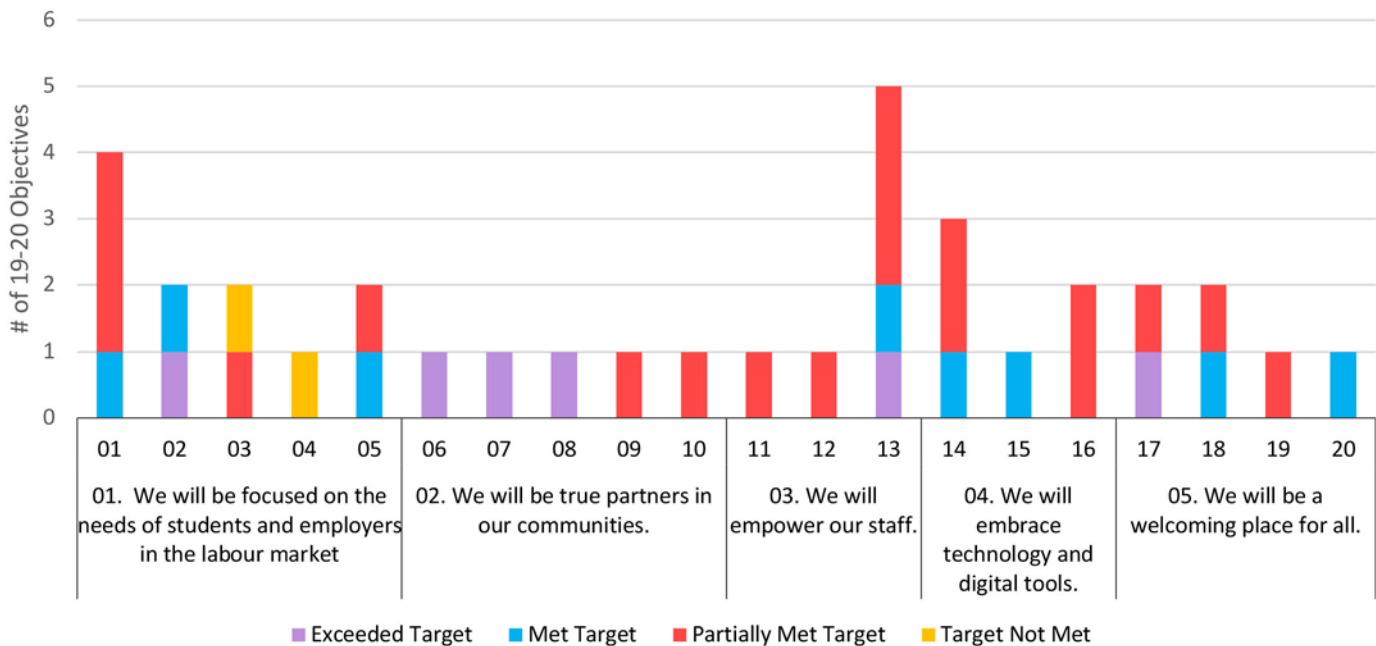
19-20 Business Plan Objectives

35 objectives

- to achieve **20 Goals**
- related to **5 Commitments**
- in the 1st year of the strategic plan implementation



35 Objectives: by 20 Goals in 5 Commitments



2019–2020 Business Plan Objectives

1. We will be focused on the needs of students and employers in the labour market.

Objective	Achievement of Objectives
1.1 Create a dynamic new Jobs-First Five-Year Academic Plan that builds on our strengths and has a laser-focus on quality programs, skills development and flexible delivery models that will meet the needs of the job market of today and the future.	
1.1.1 Create a 2019-2024 Academic Plan by the end of December 2019, that aligns with the new 2019-2024 Strategic Plan for the College.	Met Target
1.1.2 Create a 2019-2024 Strategic Enrolment Management Plan that is driven by the labour market, aligns with the new 2019-2024 Academic Plan and includes goals related to International and Domestic enrolment mix.	Partially Met Target
1.1.3 Launch new eLearning Offerings: 1) three post-graduate certificates. 2) one local board certificate. 3) at least five certificates of existing courses. 4) Develop policies, structures, and practices to streamline admissions processes while meeting quality standards for these post-graduate certificates.	Partially Met Target
1.1.4 Develop a renewed Continuing Education / Contract Training plan to revitalize program & course offerings, serving as a comprehensive resource for community members, the local workforce and employers.	Partially Met Target
1.2 Establish a Fleming Jobs Council that will include external program advisors who can share current job market trends, develop labour market data and provide a regular feedback loop between Fleming, employers and students. This will ensure Fleming graduates are sought after and that programming evolves as the job market changes. Industry has a voice and we intend to listen.	
1.2.1 Develop 5 new programs with various delivery modes including digital (hybrid) delivery. The programs will be responsive to community needs and future trends for approval by the Board of Governors during the 2019-2020 year.	Exceeded Target (16 New/ Revamped pgms)
1.2.2 Review existing programs with the new Program Efficacy Review model to determine program relevancy for current and future job markets, on-going program demand and quality.	Met Target
1.3 Establish a new Student-Employers Partnerships Network that will increase the availability of hands-on experience through co-ops, internships, placements, apprenticeships and other types of experiential learning that are so essential to ensuring our graduates are job ready, or ready to create their own jobs.	
1.3.1 Develop a plan to establish a centralized office dedicated to career development/ opportunities including applied research and experiential learning, serving as a comprehensive resource for students, employers and faculty.	Not Met Target

Objective	Achievement of Objectives
1.3.2 Review and research opportunities for an expanded Fleming presence in downtown Peterborough and Haliburton communities, which will incorporate new housing options for students and state-of the-art labs, enterprise space and unique programming.	Partially Met Target
1.4. Create an Advanced Skills Training Program modeled after those in Europe and the example of other global leaders in this area that will see students divide their time between the classroom and apprenticeship-style training in the workplace. This will better prepare students for jobs while at the same time creating a ready-made workforce for employers.	
1.4.1 Research and identify funding opportunities for advanced skills-training. This objective will include the investigation and possible hire of a Grant Writer position so that Fleming is able to apply for more grants and other funding opportunities.	Not Met Target
1.5. Develop a Student Success Strategy that will increase retention and graduation rates as well as employment by working together to develop individual success plans to help people identify and meet their goals at all stages of their life. The strategy will touch high school students, first-time postsecondary students, those returning to college or work after a gap, graduates looking for their first jobs and those looking for the kind of life-long learning that will allow them to progress in and change careers.	
1.5.1 Pilot a New Student Success Intervention Program, to proactively help students get on the road to success as they begin their first semester leading to successful program completion and graduation.	Met Target
1.5.2 Design a Student Success Support model that includes student navigator positions to help students from entry to graduation and employment. Includes an ongoing 360 degree 'service effectiveness survey' assessment.	Partially Met Target

2. We will be true partners in our communities.

Objective	Achievement of Objectives
2.1 Be the go-to institution for quality and future-oriented education for our community, Ontario and beyond. We will seek out opportunities to partner with industry and governments at all levels to develop new programs that support the economy, and provide lifelong learning as employees and entrepreneurs adapt to the evolving workplace.	
2.1.1 Working with MTCU and Employment Ontario to deliver 1 to 2 projects by March 31, 2020.	Exceeded Target (SSM on Track)
2.2 Diversify our streams of funding so that we will remain a sustainable public institution on which our students and communities rely both as an employer and a contributor to our local economies, even as governments grapple with ways to tackle their deficits and their greater competition for the school-age population.	

Objective	Achievement of Objectives
2.2.1 Strengthen Fleming's financial health and sustainability to ensure new/existing programs, services and infrastructure are supported, funded and optimized while also generating the Ministry minimum direction for an operating surplus of at least 1.5% of total revenues. (\$2.4M surplus exceeds 1.5%)	Exceeded Target
2.3 Create an Applied Research Development Strategy to expand research activities into all Fleming programs so that we are stretching and contributing to innovation in Canada across all fields, while also finding solutions to issues with which our own municipalities and regions are grappling.	
2.3.1 Increase applied research activity in programs such as: Aquaculture, Customs Border Services, Biotechnology, and other programs ready to pursue research opportunities in the 2019-2020 year.	Exceeded Target
2.4 Enhance pathways for students between Fleming College and Trent University and other post-secondary institutions so that students, regardless of where they start their post-secondary education, can receive the customized education they need to thrive and adapt in the workplace.	
2.4.1 Explore and develop new and enhanced pathways for students, effective for the Winter 2020 semester, between Fleming College and Trent University, particularly in the School of Business.	Partially Met Target
2.5 Expand our partnerships to boost community innovation, by partnering with such organizations as Peterborough and the Kawarths Economic Development and initiatives like the Innovation Cluster–Peterborough and the Kawarths. This will leverage the many talents of our alumni, to support small business and entrepreneurs, who are playing an increasing role in the economy of the future.	
2.5.1 Establish MOUs with the Innovation Cluster, Peterborough & the Kawarths Economic Development, local Chambers of Commerce and the Workforce Development Board (WDB).	Partially Met Target

3. We will empower our staff.

Objective	Achievement of Objectives
3.1 Support an Employee-Management Engagement Strategy to work toward a positive and energized workplace culture that respects and values the opinions and ideas of all employees. This will provide the tools required and remove obstacles so that together we can provide the best education, leadership and research practices needed to fulfil our mission.	
3.1.1 Develop an Employee-Management Engagement Action Plan in response to the 2018 Employee Engagement Survey results.	Partially Met Target
3.2 Be recognized for the first time as one of Canada's top employers because of our new focus on a shared culture of quality, respect, transparency, accountability, collaboration accessibility and inclusion.	

Objective	Achievement of Objectives
3.2.1 Research and identify top employer designation programs to create recommendations and a plan for Fleming to participate in such a program.	Partially Met Target
3.3 Invest in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities, high skills training and the equipment and technology needed to provide the best possible experience for students and staff.	
3.3.1 Develop a College-wide Professional Development Plan that will identify opportunities and training needs as well as provide a budget and schedule plan for implementation.	Partially Met Target
3.3.2 Achieve all approved capital investment priorities as included in the 2019-20 Capital plan. Most notably: 1) full completion of all GGCRP project deliverables on schedule, and within the Board and Ministry-approved budget of \$6.2M; 2) Completion of an integrated college-wide campus master space plan that supports the College's long-term strategic planning needs; 3) other projects as identified in 2019-2020 budget.	Met Target
3.3.3 An external review leading to best-practice recommendations of core business processes, particularly within the Registrar's Office (and other integrated departments) to improve the student experience, efficiencies and accountabilities. Implementation of prioritized improvements to begin in the 2019-2020 year.	Exceeded Target (3 dept Reviews)
3.3.4 Review and implement an improvement plan for HR technology systems and related Business Processes.	Partially Met Target
3.3.5 Implement a college asset management framework aligned with the strategic plan in order to plan asset requirements on a multi-year 'lifecycle' horizon rather than the current annual planning process.	Partially Met Target

4. We will embrace technology and digital tools.

Objective	Achievement of Objectives
4.1 Create a Tech Development Centre to conduct an inventory of the technology and digital tools that currently exists at Fleming and consult with industry to guide the expansion of technology for faculty and students so that both are using the most appropriate technology to meet the expectations of modern workplaces.	
4.1.1 Redesign of the College network to align with current technology and the replacement of hardware that is supported by a support contract.	Partially Met Target
4.1.2 Migrate all outstanding three divisions to the Office 365 cloud.	Met Target
4.1.3 Continue to build on the cyber security report in order to build a defined team with roles both within the college and provincial partners by developing policies, incident response planning, and establishing internal audit mechanisms.	Partially Met Target

Objective	Achievement of Objectives
4.2 Use the latest data-driven technology to create a Job Market Analytics program to improve our use of data and analytics to better understand the job market and outcomes for graduates so that program development will be informed by research.	
4.2.1 Create labour market profiles for all existing, proposed and new programs.	Met Target
4.3 Implement a Digital and Communications Transformation Strategy to review our website, our digital and marketing channels and our use of automation so that we can improve business processes, improve digitization and engage with our audiences through effective communications and marketing. We will connect staff and students at all of our campuses through a common branding and visual identity.	
4.3.1 Re-Brand Fleming College into a single brand system incorporating all college schools and services by re-defining the Fleming College value proposition for all key stakeholders.	Partially Met Target
4.3.2 Deliver a class-leading digital strategy through the college website that offers an exceptional user experience, providing easy and intuitive access to information drawn from (and to) other Fleming digital service & data platforms.	Partially Met Target

5. We will be a welcoming place for all.

Objective	Achievement of Objective
5.1 Establish a Student Experience Strategy to ensure an outstanding student experience and success for students upon graduation. We will improve career and support services, renew our facilities and a focus on student life and well-being on campus and in our communities.	
5.1.1 Provide students with the ability for greater course selection and flexibility by re-configuring our IT system and business processes.	Exceeded Target
5.1.2 Improve service for students and other internal customers through training modules focused on quality service initiatives including, but not limited to service competencies, services supporting a diverse population and campus pride.	Partially Met Target
5.2 Strengthen our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education, and actively participating in the process of reconciliation by ensuring all students and staff gain a deeper understanding and appreciation of Indigenous Peoples, their ways of knowing and histories.	
5.2.1 Review and assess service areas utilizing the new Indigenous Equity Assessment tool created by a sub-committee of the Fleming Indigenous Education Council. Through this assessment, a final report will identify areas of opportunity for increased access and ensuring all campus services foster a culturally safe environment and service for Indigenous learners.	Partially Met Target
5.2.2 Commitment to Indigenous Protocol and TRC through the hiring of an Indigenous Studies Academic Chair. Develop external partnerships with an Indigenous community to provide post-secondary education and training.	Met Target

Objective	Achievement of Objective
5.3 While growing our domestic enrolment, create an Internationalization Strategy that includes expanded spaces for international students, creates study abroad opportunities for domestic students, attracts talented faculty from overseas and builds on supports to create an environment where students from other nations can succeed and feel welcomed. Domestic and international students gain valuable knowledge by learning from each other's culture and political, social and economic perspectives.	
5.3.1 Create an Internationalization Strategy that includes student supports and appropriate space allocation. The strategy will align with a new Strategic Enrolment Management Plan that includes goals related to International and Domestic enrolment mix..	Partially Met Target
5.4 Ensure we are meeting the needs of diverse populations among our staff and students in culturally safe and inclusive ways, and providing an accessible campus and accessible learning services, supports for under-represented groups and for those experiencing mental health challenges.	
5.4.1 Review existing resources and convene a Task Force to better support those who experience sexual violence. The Task Force will identify deliverables that reflect an increased commitment to prioritize sexual violence prevention initiatives, including enhanced educational programming, and resources that contribute to a safe campus community.	Met Target

Other 19–20 Achievements

1. We will be focused on the needs of students and employers in the labour market.

- Launched Ministry of Labour, Training and Skills Development funded program SkillsAdvance Ontario (SAO) – Altitude
- Successfully launched new Conservation Biology program at our Frost Campus

2. We will be true partners in our communities.

- Successfully competed for and secured contract to act as Service System Manager (SSM) for Employment Services in the Muskoka-Kawarthas region (related to objective 2.1.1)
- Established a Fleming College presence at the Peterborough Airport – Loomex for the delivery of SAO – Altitude
- Partner with City of Kawartha Lakes – SAO approved proposal

3. We will empower our staff and faculty.

- Revamped Budget review process to allow more collaboration amongst SMT, more input from faculty and staff, broader understanding of cross-portfolio challenges, and to reduce budget expenditures to offset some of COVID-19 costs

4. We will embrace technology and digital tools.

- Revamped Financial Reports for Finance & Audit Committee and Board

5. We will be a welcoming place for all.

- Celebrated raising the Pride Flag for the first time in Fleming history at Sutherland, Frost and Haliburton campuses.
- Updated Investment Policy Statement to update and modernize asset mix and geographic diversification

Appendices

- A. SMA3 Annual Report – to be provided in Fall 2020
- B. Analysis of College's Financial Performance
- C. Audited Financial Statements
- D. KPI Performance Report – to be provided in Fall 2020
- E. Summary of Advertising and Marketing Complaints Received – received no complaints
- F. Institutes of Technology and Advanced Learning (ITAL) reports – Not Required
- G. List of Governors
- H. Fleming College Council 2019-2020 Annual Report

Appendix B

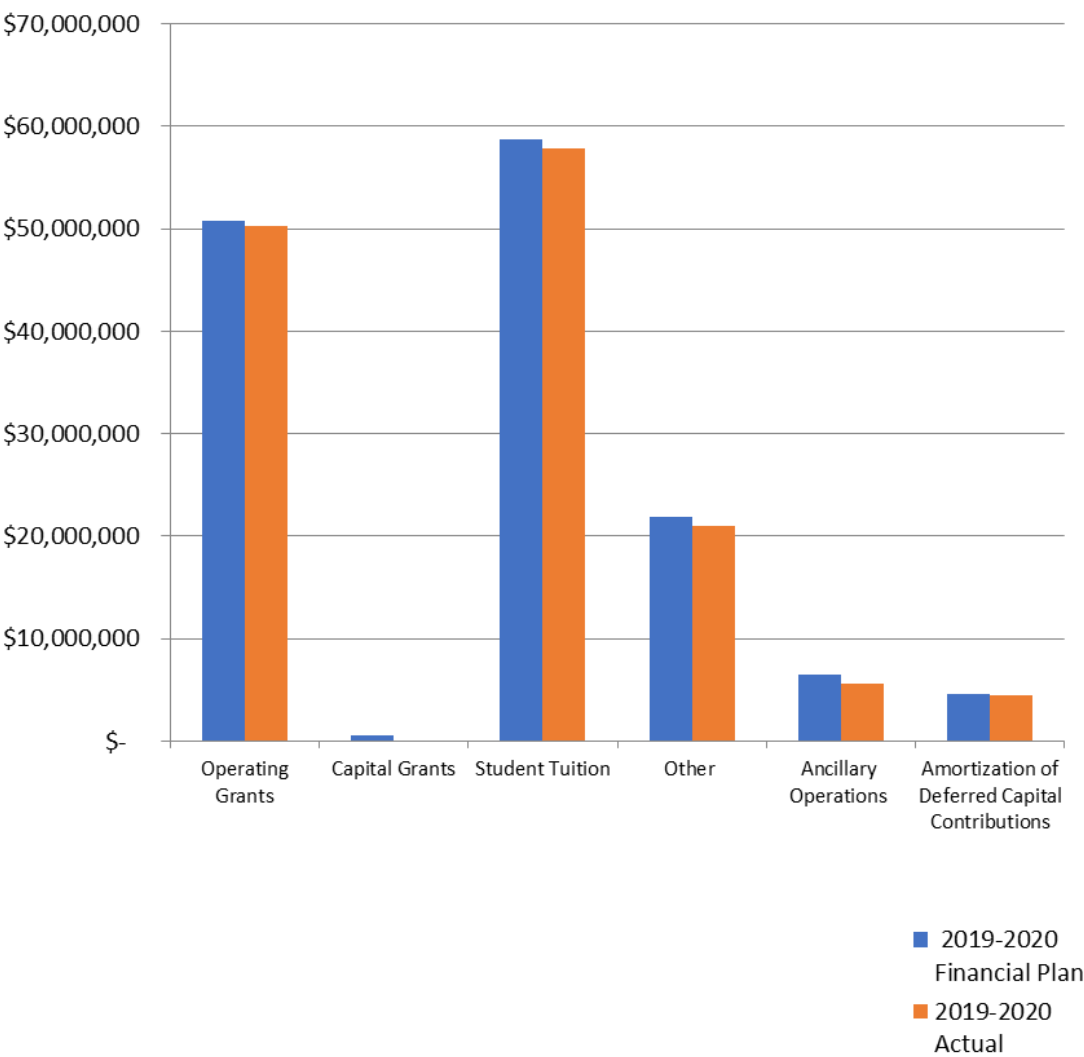
Analysis of College's Financial Performance

Sir Sandford Fleming College Comparison of Revenues & Expenses

	2019-2020 Financial Plan		2019-2020 Actual		2018-2019 Actual
REVENUE					
Operating Grants	\$	50,736,479	\$	50,257,592	\$ 55,562,768
Capital Grants		645,293		74,763	647,665
Student Tuition		58,652,132		57,766,447	64,392,370
Other		21,858,670		21,064,293	21,287,185
Ancillary Operations		6,449,401		5,639,281	6,147,443
Amortization of Deferred Capital Contributions		4,637,657		4,498,764	4,397,263
		142,979,632		139,301,140	152,434,694
EXPENDITURES					
Salary, Wages and Benefits	\$	88,332,460	\$	87,069,974	\$ 87,804,138
Service and Supplies		29,993,192		28,297,606	29,783,505
Utilities, Maintenance and Taxes		9,937,144		10,729,327	10,860,395
Other Expense		4,558,714		3,449,551	3,438,621
Amortization of Capital Assets		7,845,577		7,573,732	7,069,656
		140,667,087		137,120,190	138,956,315
Excess of revenue over expenditure	\$	2,312,545.0	\$	2,180,950.0	\$ 13,478,379.0

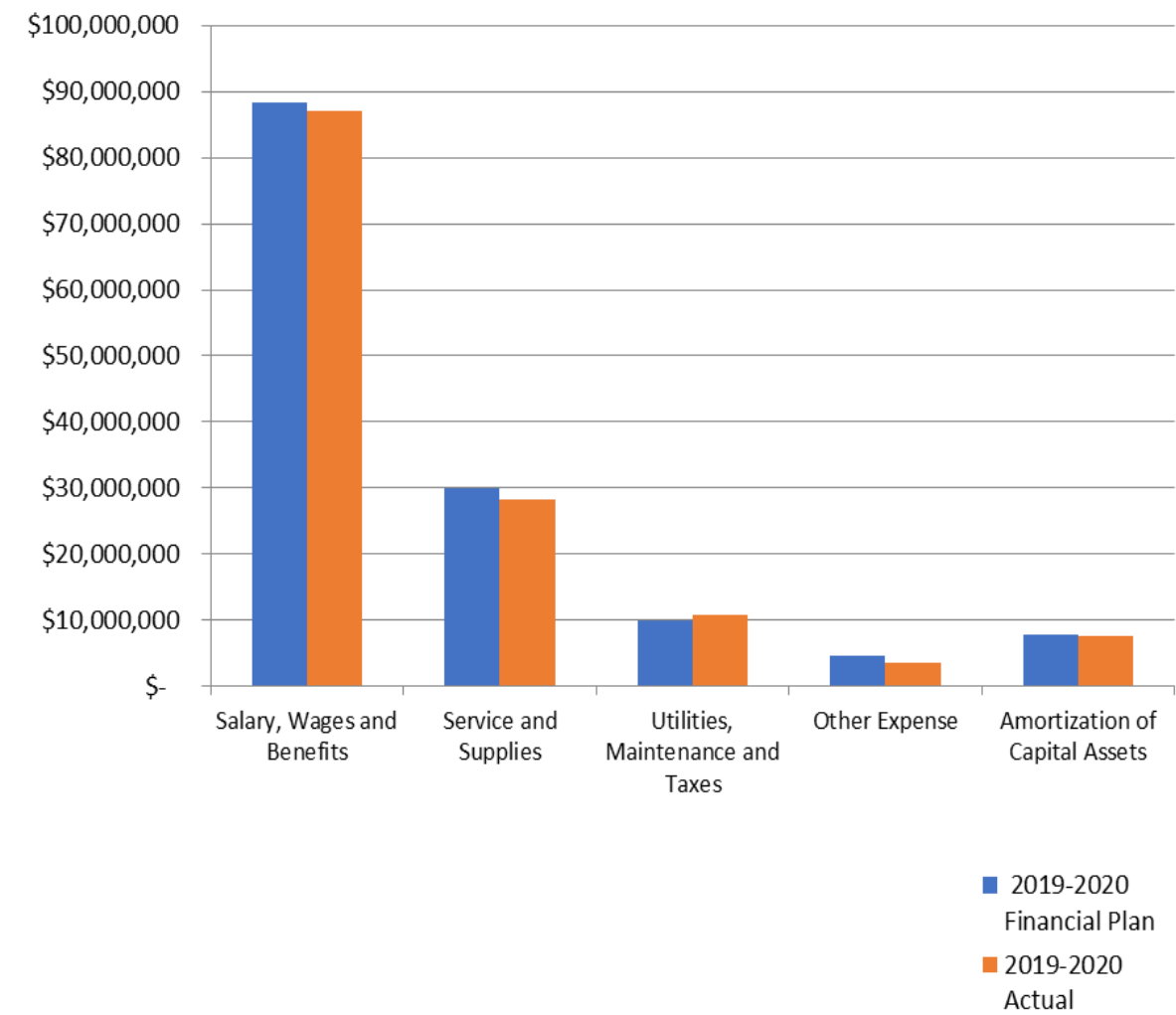
Analysis of College’s Financial Performance

Sir Sandford Fleming College
Comparison of Revenues – 2019-2020 Budget to Actual



Analysis of College’s Financial Performance

Sir Sandford Fleming College
Comparison of Expenditures – 2019-2020 Budget to Actual



Appendix C

Audited Financial Statements

[Click here to view](#)

Appendix G

2019-2020 Board of Governors of Sir Sandford Fleming College

flemingcollege.ca/about-fleming/board-of-governors

Appendix H

Fleming College Council (formerly President's Advisory Council) 2019-2020 Annual Report

SOURCE

Minister's Binding Policy Directive, Governance and Accountability Framework (revised Sept 2010)

Background

- Purpose of this report/request
- History
- Other relevant information

In accordance with the Ministry of Training, Colleges and Universities' Minister's Binding Policy Directive regarding Governance and Accountability, the Board of Governors is to ensure that an advisory college council is established. The purpose of council is to provide a means for the College community to provide advice to the President on matters of importance to students and staff.

Action Required

- for Information
- for Discussion

The Board of Governors is to ensure that the structure, composition, terms of reference and procedures for the Council is established in by-law. Previously Fleming College had a "President's Advisory Council" and affiliated terms of reference, however, a by-law had not been established. The Office of the President conducted comprehensive research of councils at other Ontario Colleges and used best practices to guide the creation of By-Law 2, Fleming College Council.

The Binding Policy Directive also states that a report from this advisory college council shall be included in each college's annual report.

Considerations, Impacts and Options

By-law 2 was drafted with stakeholder consultation and in accordance with the Ministry directive. The draft By-Law 2 was provided to the College's Academic and Support Staff Union Presidents for their review prior to presentation to the Board of Governors for final approval January 22, 2020. As a result of the union consultation, two revisions were requested for inclusion in the final By-law 2:

i. Section 4.1 b) (iv) Academic Representatives – Change final sentence to: "one (1) part-time employee selected by the Vice-President Academic Experience." Partial load faculty are members of the bargaining unit and can therefore be selected by the Local Union.

ii. Section 4.1 b) (v) Support Staff Representatives
Clarify that student employees are not eligible to be selected as support staff representatives as they have their own representation under Section 4.1 b) (vii).

The Board of Governors of Sir Sandford Fleming College approved By-law 2, with the noted revisions, for immediate implementation.

After the January Board of Governors meeting, both the Academic and Support Staff Unions requested additional revisions including increasing the number of Academic representatives, how Academic and Support Staff representatives are selected, as well as a revision to wording in 6.3 (iii). Unions were asked to provide further feedback with the intent of presenting the revised By-law 2 to the scheduled Board meeting in March.

Due to the COVID-19 pandemic priorities, these revisions will go to the Board of Governors for consideration in the Fall of 2020.

Full implementation of the By-law has been severely delayed due to the COVID-19 pandemic.

Risk

The capacity for communication between the president, students and staff could be lessened if Council did not exist.

Summary

The Fleming College Council is a body that is mandated by the Ontario government.

Financial Implications

Participation on the Fleming College Council is on a voluntary basis and has a very modest budget to cover inter-campus travel and hospitality expenses for its members.

Prepared by

Secretary, President's Advisory Council



Board of Governors | Briefing Note

Topic: 2020-2021 Fleming Business Plan
Report To: Public Board Meeting
Meeting Date: September 30, 2020
Prepared By: Sherry Gosselin, Director, Project Management and Institutional Research Office

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the *2020-2021 Business Plan* for submission to the Ministry of Colleges and Universities (MCU) and to post to the College website as per the *MCU Business Plan Operating Procedure* (2009).

Overview

The Business Plan allows the college to identify its objectives for the fiscal year within the framework of the *2019-2024 Strategic Plan* and toward achievement of the *2020-2025 Strategic Mandate Agreement* (SMA3) metric targets.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

The Business Plan sets the objectives for the Senior Management Team for the fiscal year. A progress update Interim Report is submitted to the Board in January 2021 and a final Annual Report is presented to the Board in May 2021.

Risks and Considerations

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

Supporting Documentation

Fleming College



Business Plan 2020-2021



Introduction

Without doubt, the past year and the one ahead will be unlike any other in history of Fleming College. The COVID-19 pandemic has re-shaped the landscape for post-secondary education and accelerated the pace of change and innovation at Fleming.

Through swift action at the outset of the crisis, the college has embraced the challenge as an opportunity to be a leader in assuring safety for our students, employees and communities and at the same time swiftly adapting its academic and support operations to the new context of primarily online delivery of curriculum.

While a new path lies ahead, we remain resolute in our commitment to the priorities in our 2019-2024 Strategic Plan and aligning our work with the new Strategic Mandate Agreement (SMA3) recently negotiated with our Ministry.

The 2020-2021 Business Plan is aggressive and it remains focused on student learning, labour market success for students and employers as well as priorities that will serve to shape economic development for our communities.

Our success will come from the talent and commitment of our employees and the mutual efforts of the college and our community partners. Despite the uncertainty and challenge of our current context, we look forward to the work ahead and to the future success for our students and communities.

Our vision

Creating Prosperity and transforming communities through education and innovation.

Our Mission

To empower our student with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world.

Our Values

We will achieve our vision and mission by adhering to our values, which are:

- Responsiveness
- Innovation
- Collaboration
- Inclusiveness
- Accountability

Goals of the Business Plan Priorities 2020-2021

The 2020-2021 Business Plan highlights objectives related to the Strategic Plan, Academic Plan and our Strategic Mandate Agreement. We have aligned our Business Plan objectives to the metric targets of the 2020-2025 Strategic Mandate Agreement. This is the second implementation year of the Strategic Plan and through our Business Plan, the College will continue to work towards achieving the commitments of the Strategic Plan. These Commitments are:

1. We will be focused on the needs of students and employers in the labour market.
2. We will be true partners in our communities.
3. We will empower our staff and faculty.
4. We will embrace technology and digitization.
5. We will be a welcoming place for all.

Strategic Mandate Agreement

This is Fleming's first year of our new 2020-2025 Strategic Mandate Agreement (SMA3) with the Ministry of Colleges and Universities (MCU). Although the SMA3 begins this year, there is a two-year freeze on Operating Grant Funding from the MCU to provide funding stability within the post-secondary education sector during those two years due to the uncertainties that surround the COVID-19 pandemic, its impacts and its duration.

The 2020-2021 Business Plan Objectives are aligned with the SMA3 metrics to ensure we track progress over these two years toward our agreement obligations.

Metric Name	2020-2021 Target Floor
Graduate Employment Rate in a related field	70.32%
Institutional Strength/Focus	21.96%
Graduation Rate	70.70%
Community/Local Impact of Student Enrolment	9.28%
Economic Impact (Institution-specific)	70.21%
Graduate Employment Earnings	Not Activated
Experiential Learning	Not Activated
Revenue Attracted from Private Sector Sources	Not Activated
Institution-Specific (Apprenticeship-related)	Not Activated
Skills and Competencies	Not Activated

20-21 Business Plan Objectives by Strategic Plan Goal

We will be focused on the needs of students and employers in the labour market.

1.1 Create a dynamic new Jobs-First Five-Year Academic Plan that builds on our strengths and has a laser-focus on quality programs, skills development and flexible delivery models that will meet the needs of the job market of today and the future.

- 1.1.1** Use the revised Program Efficacy Review tool and the new Labour Market Analytics Model to evaluate the demand and viability of existing programs and the overall college program mix, including new programs.
- 1.1.2** Develop and implement a Strategic Enrolment Management Plan that maintains our commitment to access to education and ensures the College enhances student recruitment, retention and creates a welcoming environment for all. This plan will diversify our enrolment base to ensure sustainability in order to make an impact on the economic and social vitality of our communities. This plan will be designed to enrol a mix of students who will benefit from our programs, focus on quality and achievement and benefit from an enhanced student experience.
- 1.1.3** Reorganize the Academic Council so that it has great opportunity for critical discussion and influence on academic recommendations.
- 1.1.4** Building on a culture of engagement with students, the College will ensure students are supported through regular engagement and interaction with staff that fosters close relationships and mentoring including through Applied Research projects, development of soft skills, and job-seeking preparation.

1.2 Establish a Fleming Jobs Council that will include external program advisors who can share current job market trends, develop labour market data and provide a regular feedback loop between Fleming, employers and students. This will ensure Fleming graduates are sought after and that programing evolves as the job market changes. Industry has a voice and we intend to listen.

- 1.2.1** Empower our Program Advisory Committees to bring together industry leaders who can ensure the latest trends in their fields are reflected in student learning, by sharing ideas at meetings, participating in applied projects and interacting with students and faculty so that each understands how industries are evolving as well as employer expectations.

1.3 Establish a new Student-Employers Partnerships Network that will increase the availability of hands-on experience through co-ops, internships, placements, apprenticeships and other types of experiential learning that are so essential to ensuring our graduates are job ready, or ready to create their own jobs.

We will be focused on the needs of students and employers in the labour market.

1.3.1 SSM:

- 1) Submit a transition plan to the Ministry with a new employment services model.
- 2) Launch a new website to support job seekers and employers.
- 3) Create a centralized system for employer engagement, communications, and access to programs.
- 4) Transition network to new delivery model, performance management framework, and digital tools.
- 5) Establish forums for ongoing stakeholder engagement (employers, community and county-level economic development agents and organizations, the region's 13 Chambers of Commerce, and the 27 municipalities in Muskoka-Kawartha to further understand local needs.

1.3.2 As the new SSM, develop an Employment Services System that enhances collaboration between Career and Employment Services, research and external expertise. through the Program Advisory Committees. This will expand Experiential Learning opportunities, combine data, and increase employment rates.

1.3.3 By launching and integrating the new Orbis Module for experiential learning within the Academic Division, meet SMA3 target floor in Experiential Learning opportunities for students.

1.3.4 Develop a micro-credential strategic plan to map against program institutional strengths and focus.

1.4 Create an Advanced Skills Training Program modeled after those in Europe and the example of other global leaders in this area that will see students divide their time between the classroom and apprenticeship-style training in the workplace. This will better prepare students for jobs, while at the same time creating a ready-made workforce for employers. *This objective will be addressed in the future years during the 2019-2024 Strategic Plan timeframe.*

1.5 Develop a Student Success Strategy that will increase retention and graduation rates as well as employment by working together to develop individual success plans to help people identify and meet their goals at all stages of their life. The strategy will touch high school students, first-time post-secondary students, those returning to college or work after a gap, graduates looking for their first jobs and those looking for the kind of life-long learning that will allow them to progress in and change careers.

1.5.1 Develop a new student success advisory program to assist struggling students and increase retention rates.

1.5.2 Using the new predictive analytics capabilities, develop intervention programs to support identified at-risk students.

1.5.3 Using current studies and data on why students drop-out or fail, create a retention plan to meet students needs and SMA3 targets for graduation rates.

1.5.4 Develop a new Continuing Education Plan that is responsive to changing labour market needs and better serves the needs of Fleming grads and those seeking upskilling and lifelong learning.

We will be true partners in our communities.

2.1. Be the go-to institution for quality and future-oriented education for our community, Ontario and beyond. We will seek out opportunities to partner with industry and governments at all levels to develop new programs that support the economy and provide lifelong learning as employees and entrepreneurs adapt to the evolving workplace.

2.1.1 Graduate Innovation and Entrepreneurship - Conduct baseline research of graduates who participated in the Innovation Cluster, created new Business Startups, and/or attained Certificates of Specialization.

2.1.2 Create a Partner Business Development Strategy in conjunction with community partners including those in economic Development to ensure we are meeting training and professional development needs of firms and services in Ontario, Canada and beyond.

2.2 Diversify our streams of funding so that we will remain a sustainable public institution on which our students and communities rely, both as an employer and a contributor to our local economies, even as governments grapple with ways to tackle their deficits and the greater competition for the school-age population.

2.2.1 Explore private career college opportunities to create a greater presence beyond current state.

2.2.2 As part of the Strategic Enrolment Management Plan, embed international students for year-over-year growth once pandemic impact has been fully realized.

2.3 Create an Applied Research Development Strategy to expand research activities into all Fleming programs so that we are stretching and contributing to innovation in Canada across all fields, while also finding solutions to issues with which our own municipalities and regions are grappling.

2.3.1 Applied Research Strategy to be developed and tied to Academic Plan by Dec 2020.

2.3.2 Continue to establish school-specific applied research program plans for each school such that all schools have a plan. Research programs will include a mix of applied research activities that best suit the programs and community/industry partners, such as curriculum integration, capstone projects, applied projects, or externally-funded industry research.

2.3.3 Develop a system to track community-based research projects for partners involving Fleming students. Projects will be mapped to program and that data used to establish new project targets for 2021-22.

We will be true partners in our communities.

2.3.4 Establish the recently NSERC/CFI funded Centers for Innovation in Aquaculture Production and Industrial Innovation of Things. This will include hiring key positions to move the associated research forward and make progress on facility building and renovation.

2.4 Enhance pathways for students between Fleming College and Trent University and other post-secondary institutions so that students, regardless of where they start their post-secondary education, can receive the customized education they need to thrive and adapt in the workplace.

2.4.1 Enhance pathways and transition support for students transferring from post-secondary institutions, and across programs within the College, as they seek to customize their education and gain the right mix of academic and real-life experience required to meet their employment goals. This will include pathways for Indigenous students.

2.4.2 Explore opportunities to deliver degree programs with the Binding Directive parameters.

2.5 Expand our partnerships to boost community innovation, by partnering with such organizations as Peterborough & the Kawarthas Economic Development and initiatives like the Innovation Cluster-Peterborough and the Kawarthas. This will leverage the many talents of our alumni to support small business and entrepreneurs, who are playing an increasing role in the economy of the future.

2.5.1 Take stock of current inventory of incubators/accelerators, and set a target for growth, partnering where possible to fulfil the 5-year vision

2.5.2 Identify opportunities for Fleming in regions beyond the Greater Peterborough Area

2.5.3 Work with the Dean of Business to develop strategies for increased incubators and greater student engagement in incubator opportunities.

2.5.4 Explore residence development in Haliburton and downtown Peterborough.

We will empower our staff.

3.1 Support an Employee-Management Engagement Strategy to work toward a positive and energized workplace culture that respects and values the opinions and ideas of all employees. This will provide the tools required and remove obstacles so that together we can provide the best education, leadership and research practices needed to fulfil our mission.

- 3.1.1** Launch an on-line Leader “starter toolkit” to empower leaders by making their job easier with process maps, templates, work instructions, and other useful tools for 3 or more key management processes.
- 3.1.2** Launch an on-line employee “HRpedia” to enable employees to easily access information on 3 or more areas that are key sources of questions or confusion.
- 3.1.3** Introduce an OEHR employee on-line newsletter in place and running regularly to keep employees apprised of what’s new, what’s coming, and where to direct questions.

3.2 Be recognized for the first time as one of Canada’s top employers because of our new focus on a shared culture of quality, respect, transparency, accountability, collaboration, accessibility and inclusion.

- 3.2.1** Have an approved Diversity/Equity/Inclusion Strategy & Plan in place and underway with diversity targets provided to each SMT members.
- 3.2.2** Relaunch the new employee reward & recognition program (previously deferred by COVID) in a manner consistent with Public Health guidelines.

3.3 Invest in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities, high skills training and the equipment and technology needed to provide the best possible experience for students and staff.

- 3.3.1** Initiate a needs assessment to identify College-wide, group, and individual learning & development needs.
- 3.3.2** Develop a leader labour relations education program to empower leaders with skills, knowledge, and confidence.
- 3.3.3** Achieve workplan milestones for Corporate Improvement Plans based on key areas identified from third-party reviews.
- 3.3.4** Define requirements and develop a plan for major technology enhancements to operational systems for HR, Registrar’s Office and Finance - begin implementation.
- 3.3.4** Conduct process mapping of select procurement processes to identify efficiencies while ensuring compliance with BPS Procurement Directives.
- 3.3.5** Revise and evolve Fleming’s Enterprise Risk Management program and system based on ISO 31000 best practice and standards resulting in more accurate, timely and enhanced dashboard reporting.

We will embrace technology and digital tools.

4.1 Create a Tech Development Centre to conduct an inventory of the technology and digital tools that currently exist at Fleming, and consult with industry to guide the expansion of technology for faculty and students so that both are using the most appropriate technology to meet the expectations of modern workplaces.

- 4.1.1** Conduct a technology inventory across all Fleming campuses and conduct higher education technology industry research.
- 4.1.2** To identify gaps and support a new Tech Development Plan, survey students, faculty and staff regarding how they use current technology, what is working well, and what needs improvement.
- 4.1.3** Develop and implement a full digital transformation plan. The plan will include: engaging online learning; adaption of digital experiential learning' access to technology for students and faculty; prominent and alternative delivery methods using new and emerging platforms; and professional/skills development to support faculty and staff.
- 4.1.4** Develop evaluation framework and conduct pilot assessments of academic tools to establish a suite of technology solutions that support academic delivery.

4.2 Use the latest data-driven technology to create a job Market Analytics program to improve our use of data and analytics to better understand the job market and outcomes for graduates so that program development will be informed by research. *This objective was completed in the 2019-2020 fiscal year.*

4.3 Implement a Digital and Communications Transformation Strategy (DCTS) to review our website, our digital and marketing channels, and our use of automation so that we can improve business processes, improve digitization and engage with our audiences through effective communications and marketing. We will connect staff and students at all of our campuses through a common branding and visual identity.

- 4.3.1** Finalize a cross-campus DCTS that formalizes actions and timelines.
- 4.3.2** Launch a comprehensive new brand strategy across all campuses that includes the rollout of branded collateral material such as letterhead and signage.
- 4.3.3** Launch a new website driven by the new brand strategy that includes new navigation, content and engagement tools.
- 4.3.4** A thorough review of digitization processes and to inform a strategy for service improvement and efficiencies.
- 4.3.5** A focus on community outreach, with streamlined events and increased fundraising activity aligned with the Fundraising Plan.
- 4.3.6** Complete a comprehensive security audit.

We will be a welcoming place for all.

5.1 Establish a Student Experience Strategy to ensure an outstanding experience and success for students upon graduation. We will improve career and support services, renew our facilities and a focus on student life and well-being on campus and in our communities.

5.1.1 Continue to develop a Student Experience space plan.

5.2 Strengthen our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education, and actively participating in the process of reconciliation by ensuring all students and staff gain a deeper understanding and appreciation of Indigenous Peoples, their ways of knowing and histories.

5.2.1 Increase the number of programs with Indigenous Perspectives Designation by 5 programs each year

5.2.2 Work with Schools and Community to increase the number of academic partnerships in Indigenous knowledge.

5.2.3 Work with Marketing to develop a campaign that will increase self-identified Indigenous students to more than 500 in 2020-2021.

5.2.4 As an initiative to increase employment rates among Indigenous student populations, include appropriate representation on Program Advisory Committees.

5.2.5 Establish relationships with community partners seeking to hire: 1) Indigenous students and 2) non-indigenous students with the Indigenous Perspectives Designation.

5.3 While growing our domestic enrolment, create an Internationalization Strategy that includes expanded spaces for international students, creates study abroad opportunities for domestic students, attracts talented faculty from overseas and builds on supports to create an environment where students from other nations can succeed and feel welcomed. Domestic and international students gain valuable knowledge by learning from each other's culture and political, social and economic perspectives.

5.3.1 The development of a comprehensive three-year Internationalization Strategy to include strategies for all commitments in the Strategic Plan including educational partnerships, more MOUs, growth in international enrolment, diversification of countries of origin, and strategies to improve student success rates. The Plan to included targets for growth in international students with percentage increase to be established year-over-year to the end of five-year Strat Plan.

5.4 Ensure we are meeting the needs of diverse populations among our staff and students in culturally safe and inclusive ways and providing an accessible campus and accessible learning services supports for under-represented groups and for those experiencing mental health challenges.

5.4.1 Launch online Sexual Awareness training modules in Orientation 20-021 that include content on consent.

5.4.2 Targets for all hiring beginning calendar year 2021.

Fleming College

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PRESIDENT'S REPORT

September 2020 - Public Board Meeting

The following is a summary of key updates of the President to the Board of Governors since the Board meeting of June 2020 and updates that followed.

College System Update

Since the onset of the pandemic in March 2020, Presidents met approximately three times per week and this has most recently become less frequent and on a “as needed” basis. Generally, all colleges adopted an on-line learning strategy. In-person teaching resumed in a staggered and staged fashion beginning in July 2020 to address “stranded” students on a priority basis.

Colleges Ontario and the CEO, Linda Franklin have been very active in working with the provincial government throughout the year to not only address all matters related to the pandemic but also to work with the Ministry to host consultation sessions that were requested by the Minister. These sessions were unrelated to the current circumstances and were focussed on issues such as micro-credentials, applied research, and degree granting for colleges.

The government departed from its original position to place the SMA3's on a hiatus until after the pandemic to one of requesting the submission of all SMA3's by August 2020, on an urgent basis. While the outcomes of these agreements will be tracked, the province has committed to a two year freeze on existing corridor funding. This will allow sometime for recovery but it remains unclear if this position will remain or be changed in the future.

Most colleges have adopted an on-line approach to Fall with hopes of an in-person arrangement in early November. Colleges with a significant number of international students have been significantly impacted financially and Fleming is among those colleges with a 30% international student population rate.

Government Relations

Parliamentary Assistant David Piccini has contacted the President regarding his concern about Fleming having a presence in the Coburg area. This will be part of an in-camera discussion for September 30, 2020.

Minster of Infrastructure Ontario has contacted the President to offer her support to Fleming during this challenging time and she does “check-in” on a regular basis.

The college and the city held a meeting on September 22, 2020 regarding the arena project on Fleming property that was not supported by the province. The city asked Fleming to consider proceeding with offering the land to the city and seeking a third party partnership to assist in funding the project. The President indicated that Fleming was not in a position to consider this approach given our financial and special challenges and that while Fleming values its partnership with the city, this project is not viable for Fleming, at this time.

Strategic Planning and Strategic Mandate 3 Update

Following the in-camera meeting of the Board of Governors on August 31, 2020, the SMA3 was submitted to the Ministry of Colleges and Universities on September 1, 2020. As part of next steps, the agreement will be published on both Ontario.ca and the Fleming College website. Posting the finalized agreement on institutional websites should occur only when all agreements have been published on Ontario.ca. The college will track outcomes that align with the SMA3 agreement in an effort to establish baseline data for the future and decision-making.

The progress in completing milestones of the strategic plan has been steady with a an overall completion rate of more than 40% of the deliverables that were otherwise targetted at 25% noting that some of the objectives were as much as 50% completed.

Fleming Operations

Fleming has been conducting “boot camp” to address the 900 students that were unable to complete their programs by June 2020. Students are required to pass a screening test and complete a training module prior to being granted entry to the building. There are many supports for students including virtual townhalls, learning how to learn on-line, FAQs and web site supports.

The Registrars office has experienced many challenges working off-site however, the backlog is being cleared steadily and enrollment numbers were finalized on Sept 24, 2020. The Information Technology desk has experienced record high service tickets and IT staff are on-site as required employing appropriate protocols.

The cleaning processes within the campuses remain rigorous with frequent cleaning of all spaces and carpet is being removed in areas where the carpet is old and where traffic must occur.

Although our campuses **officially remain closed to the general public**, we continue to safely stagger students into our Peterborough, Haliburton and Lindsey campuses this fall semester to participate in applied learning activity.

The Fleming College Jobs First Academic Plan 2019 – 2024 draft was completed in Feb of 2020. The disruption caused in 2020 by the worst public health crisis of our generation required a second look at the strategies developed pre-COVID to achieve the academic plan and the timelines associated with them.

Linda Poirier, VP AE, has since initiated a facilitated session with the academic team (deans and chairs, VP Student Services and VP Research & Innovation) to re-evaluate and adapt priorities in response to COVID – 19. We are now finalizing a draft addendum to the Jobs First Academic Plan that will identify how we will adjust to the ‘new normal’ as the College prepares for the 2020 – 21 academic year. Of note, one item identified for immediate focus is a heightened emphasis on digital transformation across the program areas as we seek to be a leader in a future where technology will play an even greater role.

The Student Experience division has continued to service students remotely, ensuring that all supports are available to all students. Students were introduced to college supports at a pre-orientation event held the week prior to school starting. Sessions focusing on how to access supports for academic success were well attended. Students were also introduced to diversity and transitional supports, such as International Student Services, Indigenous Student Services and, diversity and inclusion programming. Standard fall orientation was delivered online with a focus on connecting students to their programs and faculty, as well as, a student service fair.

Recognizing the need to help students learn how to learn online, our Library Services team developed a new Learning Online website to support students and serve as a tool for faculty to direct students too. Additionally, the library team continues to support students with access to digital collections, research and academic integrity support, in addition to offering a variety of workshops all offered virtually via WebEx. Students requiring extra support can participate in online tutoring drop-in sessions or a 1:1 session offered through our Tutoring Department.

Counsellors for personal wellness and academic accommodation needs are available virtually by appointment and “walk-in”. Health services is available to students by telephone and in person appointments for patients who require more in depth medical attention.

Ancillary services, such as the Campus Store and the One Card are available online, however, food services is suspended for the fall semester. Residence services is available for Boot Camp Students and will resume regular fall semester student occupancy in the 8th week of the semester. Capacity will be at 33% with strict health and safety protocols at the Sutherland and Frost residences.

Perhaps most noteworthy is that the senior team at the college has worked tirelessly and diligently to plan for any possible future scenario as it related to the second wave of the pandemic and beyond.

In Our Community

Events listed below are on social media (Twitter feed is @Fleming_Pres and is available on our [Board of Governors Internal Website](#)): Events listed below are on social media (Twitter feed is @Fleming_Pres and is available on our [Board of Governors Internal Website](#)):

Virtual Events

Town Hall Meeting – Tuesday, Sept. 1, 2020

All staff invited to a virtual Town Hall with President Maureen Adamson and members from the Senior Management Team. President Adamson provided status updates and plans for the Fall semester, as well as responded to employee questions.

Due to provincial emergency measures and physical distancing protocols put in place because of the COVID-19 pandemic, external events have been limited.

Social Media Highlights

- Fleming College is here for you. Click the "How Are You?" button on Fleming College's website for resources, modules and apps that promote personal and mental wellness. Click this link to explore the Personal Wellness Supports hub directly here: <https://flemingcollege.ca/personal-wellness-supports>
- Throughout the #COVID19 crisis, Fleming students and alumni are heroically working on the frontlines of healthcare. One of these heroes is Fleming Practical Nursing student Vanessa Raaymakers <https://flemingcollege.ca/heroes>
- Hundreds of Fleming students and alumni are among the many brave heroes rushing to people in need, caring for patients, and supporting those who need it most. <https://flemingcollege.ca/heroes>
- Welcome back to all new and returning @FlemingCollege students! We're committed to providing you with the tools and support you need to achieve your goals. We are here for you, and for your success. (Video welcome from Maureen Adamson)
- Thank you to our amazing faculty and staff, who are ensuring bootcamps* (such as Biotechnology, pictured here) are Fleming Safe *Bootcamps are part of a pilot program offered to selected programs disrupted by the COVID-19 pandemic during Winter and Spring semesters.
- We are welcoming International students to Fleming's virtual learning space! If you are an International student who missed International Orientation, you can watch the recorded sessions here by clicking "Watch the session" <https://flemingcollege.ca/international-education/orientation>
- Frost Campus students participating in the summer bootcamp program are busy completing forest measurement, arboriculture, geospatial, and soils activities on campus to gain applied learning experience.(with photo gallery)

- We are here to ensure your virtual learning experience is memorable and filled with success! From checking in with the Registrar to setting yourself up for success, explore the Fleming Fall 2020 Launch Plan here: <https://flemingcollege.ca/2020launchplan>
- New Fleming College students: discover our Top 10 Tips to support your transition to Fleming College and be introduced to student life at the Set Up For Success: Student Life online session. Join us Friday, Sept. 4 from 1 – 2 p.m. here: <https://flemingcollege.ca/2020launchplan/academic-success>
- Are you interested in starting Fleming College this September? Check out available programs for the 2020/2021 academic year and apply today: <https://flemingcollege.ca/fall-2020-programs>
- Show your Fleming College pride while helping create opportunities for new Canadians and supporting Fleming's COVID-19 Student Fund with a #FlemingCollege branded face mask! <https://canadahelps.org/en/charities/the-sir-sandford-fleming-college-of-applied-arts-and-technology/events/fleming-branded-masks-for-sale-stay-safe-and-support-fleming-students-and-new-canadians-in-peterboro/#FlemingSafe...> @ncc_ptbo @madder_house @Ptbo_Canada
- From Linda Franklin: Our colleges are continuing the safe summer pilot for essential in-person work. Here's a great example, welding techniques students are busy gaining applied experience in the welding lab @FlemingCollege's summer bootcamp program: <https://bit.ly/2BJtwHI> @DaveSmithPtbo #cdnpse
- Graduating students in the Practical Nursing program are busy practising IV insertion and reconstituting IV medication, among other training, at Fleming College's summer bootcamp program. (<https://facebook.com/flemingcollege/posts/and-photo-gallery>)... #FlemingSafe
- The 2020 theme of International Day of the World's Indigenous Peoples (Aug 9) is COVID-19 and Indigenous Peoples' Resilience. This includes sharing key messages in indigenous languages, such as @afaproject's "wash your hands" posters <https://artforaid.ca/blank> #WeAreIndigenous
- From Academica Top Ten : Fleming partners with local studio to create employment opportunities for new Canadians @FlemingCollege @madder_house @NCC_Ptbo #CDNpse #highered <http://ow.ly/lhbC50ABtun>
- Thank you Newcomer Sewing Crew, @ncc_ptbo and @madder_house for your hard work on these incredible @FlemingCollege face masks. We are eager to showcase the masks out in our Fleming community. #FlemingSafe
- From PRHC: Partnerships with @FlemingCollege & @TrentUniversity have offered staff at #PRHC a place to stay outside their homes during the #COVID19 pandemic. Thank you! Learn more: <https://bit.ly/3gN1glX>
- Fleming Indigenous Student Services and Joseph Pitawanakwat of Creators Garden will be live streaming every Friday at 1 p.m. here <https://youtube.com/channel/UCCRTVHjkKfIYyEjJwh8R1yw/featured...> Fleming students may book a 1:1 Indigenous Health Care Consultation with Joe by emailing mary.macleod-beaver@flemingcollege.ca
- Are you starting or considering Fleming's School of Environmental & Natural Resource Sciences for this September? Get a jump start on your college journey with Fleming College

Welcome Days! Join us online on July 17th from 8:30 a.m. to noon
<https://flemingcollege.ca/student-experience/welcome-days...> #FlemingSafe

- We are proud to serve our community and offer safe housing options to @PRHC1 frontline healthcare professionals. We are committed to doing our part as a valued community asset. #FlemingSafe
- I am thrilled to welcome back our @flemingcollege students returning to Sutherland Campus today for selected summer bootcamp programs. Our gradual approach to reopening reaffirms our #FlemingSafe plan and commitment to the health and safety of all: (Video message from Maureen Adamson)
- #ICYMI @FlemingCollege announced the status of programs for the 2020/21 academic year and provided information about our summer bootcamps which begin July 13. Find out more information here: <https://flemingcollege.ca/news/fleming-college-announces-program-status-for-fall-2020-and-january-2021-hosts-summer-bootcamps-for-selected-programs/>... #FlemingSafe
- Fleming College graduate Megan Bullock, who earned her Indigenous Perspectives Designation at Fleming College, is aiming to help Indigenous people navigate the justice system. <https://mykawartha.com/news-story/10055705-lakefield-resident-aiming-to-help-indigenous-people-navigate-the-justice-system/>... #FlemingAlumni
- Congratulations to the Class of 2020—you did it! We look forward to celebrating with you at Fleming College's virtual Convocations on Thursday, June 25 and Friday, June 26. For Convocation details, please visit: <https://flemingcollege.ca/convocation> #FlemingGrad

Fleming in the News

[Otonabee Ward: Remote areas are this Peterborough artist's passion](#)

Peterborough Examiner | September 20, 2020

[Pride Flag Raised At Peterborough City Hall](#)

Peterborough Examiner | September 18, 2020

[HSAD goes back to school, virtually](#)

The Echo, Haliburton County | September 17, 2020

[Big Brother finds joy in hikes and fictitious wrestling league](#)

My Kawartha | September 14, 2020

[Fleming College launches Heroes campaign to celebrate students and alumni working on the frontlines](#)

Education News Canada | September 11, 2020

[Edwin Binney's Community Garden in Lindsay has already donated over 5,900 lbs of produce this year to people in need](#)

Kawartha Now | September 10, 2020

[Online resources help Fleming students prepare for different kind of fall semester](#)

The Echo, Haliburton County | September 9, 2020

[Fewer students at Trent University and Fleming College will impact local economy](#)

President's Report September 2020 Public Board Meeting – Page 5

Global News | September 3, 2020

[Fleming helping students prepare for virtual semester](#)

PTBO Today | September 3, 2020

[Trent University and Fleming College get ready for students](#)

Global News | September 2, 2020

[Fleming College creates Fall 2020 Launch Plan to support students](#)

Nation Talk | September 2, 2020

[College creates Fall 2020 Launch Plan to support students](#)

Education News Canada | August 31, 2020

[Fall semester will look different at Trent, Fleming in Peterborough](#)

Peterborough Examiner | August 30, 2020

[Canadian Security announces 2020 Community Leader Award winner](#)

Canadian Security | August 18, 2020

[Decreasing international enrolment impacts Fleming College](#)

My Kawartha | August 8, 2020

[Online learning offers flexibility to pursue career and personal development goals](#)

Education News Canada | August 6, 2020

[College collaborates with local studio to create opportunities for new Canadians](#)

Education News Canada | August 4, 2020

[Ten Fleming College innovation projects awarded \\$1,000 prizes](#)

Peterborough Examiner | July 29, 2020

[Lindsay community garden harvests 1,000 pounds of food for local organizations and food programs](#)

Kawartha Now | July 28, 2020

[Newcomers make masks for Fleming boot campers](#)

Peterborough Examiner | July 20, 2020

[Fleming partners with local studio to create employment opportunities for new Canadians](#)

Academica Group | July 20, 2020

[Temagami Conservation Officer takes Top Honour](#)

Owen Sound, The Sun Times | July 18, 2020

North Bay Nugget | July 18, 2020

[Fleming College Collaborates With Local Studio To Create Opportunities For New Canadians](#)

PTBO Canada | July 17, 2020

[Peterborough newcomer women create hand-stitched masks for Fleming College](#)

Kawartha Now | July 17, 2020

[New Muskoka-Kawarthas Service System Manager launches website](#)

Education News Canada | July 17, 2020

President's Report September 2020 Public Board Meeting – Page 6

[Local post-secondary institutions offer housing options for Peterborough Regional Health Centre staff & physicians](#)

Education News Canada | July 14, 2020

[College announces program status for Fall 2020 and January 2021, hosts summer bootcamps for selected programs](#)

Education News Canada | July 10, 2020

[Local man turns his passion for nature into a full-time job](#)

Orillia Matters | July 9, 2020

[Introducing the Winners of KML's Top-30-Under-30 Awards](#)

Hotelier | July 6, 2020

[Outstanding Black Men in Canada 2020](#)

Shifter Magazine | July 3, 2020

[Lakefield resident aiming to help Indigenous people navigate the justice system](#)

My Kawartha | July 2, 2020

[How a High-Protein Diet Fuels This Elite eSports Team](#)

Men's Health | June 26, 2020