



## Board of Governors January 2021 – Public Meeting

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Meeting Date:	January 27, 2021
Meeting Time:	12:30 pm
Meeting Information:	Via Zoom – details provided in the calendar invite

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### Meeting Agenda

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1. Call to Order, Land Acknowledgement and Confirmation of Quorum
2. Declaration of Conflict
3. Approval of Meeting Agenda
4. Consent Agenda  
*The following item will be addressed through the consent agenda unless specifically requested to be removed for separate attention, by request.*  
4.1 Minutes from the November 25, 2020 Public Meeting 📎 pages 3-7
5. Business Arising (not otherwise covered)

### Educational Component

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|----|--------------------------------------|------------|--------|
| 6. | Applied Research Information Session | B. Goodwin | 20 min |
|----|--------------------------------------|------------|--------|


### Decision Items

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|----|---|--|--------|
| 7. | Program Revision to Business, Human Resources Business – Human Resources 📎 pages 8-16 | B. Goodwin & M. Chowdhury                    | 10 min |
| 8. | Enterprise Risk Management (ERM) Report 📎 pages 17-25                                 | D. Gillespie with D. Van Parys & S. Gosselin | 20 min |
| 9. | Budget Update and Year End Projections 📎 pages 26-49                                  | D. Gillespie & D. Van Parys                  | 20 min |
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## Information Items

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|-----|--|----------------------------|--------|
| 10. | Enrolment - material to be provided at meeting to ensure timeliness of data                                      | R. Srdic &<br>D. Van Parys | 10 min |
| 11. | Board Chair Report Verbal  | F. Clifford                | 5 min  |
| 12. | President's Report  pages 50-54 | M. Adamson                 | 5 min  |

## Discussion

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- |     |                |  |       |
|-----|----------------|--|-------|
| 13. | Other Business |  | 5 min |
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*Adjournment approximately 2:10 pm*



## Board of Governors Public Meeting Minutes

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Meeting Date: November 25, 2020  
Meeting Location: Virtual Meeting via Zoom

### Meeting Attendance

#### Present:

Mr. Dan Marinigh, Board Chair  
Ms. Katherine MacIver, Vice Chair  
Mr. Fred Clifford  
Ms. Cynthia Chan Reynolds  
Ms. Marg Cox  
Mr. Ben Currelly  
Mr. Paul Downs  
Mr. Jason Fleming  
Mr. Don Gillespie  
Ms. Mary-Anne Hoggarth  
Mr. Tim Kennaley  
Ms. Cathy Praamsma  
Ms. Nicole Grady  
Ms. Mary Lou McLean  
Ms. Maureen Adamson, President

#### Regrets:

Mr. Thom Luloff

#### Senior Administration:

Ms. Cathy Bailey, Vice-President, Corporate Services & CFO  
Ms. Christy DeMont, Chief Technology 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 Zdoles, Vice President, Human Resources and Organizational Effectiveness

#### Administrative Support:

Ms. Sandra Armstrong, Manager of Operations  
Ms. Sara O'Halloran, Executive Assistant

#### Guests:

Ms. Pam Stoneham, Dean, School of Trades & Technology  
Mr. Musabbir Chowdhury, Dean School of Business & Information Technology  
Ms. Molly Westland, Dean, School of Health & Wellness  
Ms. Liz Stone, Academic Chair, Indigenous Perspectives

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

The Chair called the meeting to order at 9:31 a.m. and acknowledged that the Board of Governors hosted the November 25, 2020 virtual public meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

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

2. Declaration of Conflict

None identified.

3. Approval of Meeting Agenda

*Moved by Mr. Fleming and seconded by Mr. Downs that the Board of Governors of Sir Sandford Fleming College approve the agenda of the November 25, 2020 public meeting as presented.*

Carried

4. Consent Agenda

*Moved by Ms. Grady and seconded by Mr. Clifford that the Board of Governors of Sir Sandford Fleming College approve the consent agenda for the November 25, 2020 public meeting and, through this consent:*

- Approve the minutes from the September 30, 2020 Public Meeting;*
- Receive the report on Contracts Awarded (September – October 2020) for information; and,*
- Receive the Investment Portfolio Review Report for information.*

Carried

5. Business Arising

None identified.

6. Educational Component - On-Campus Daily Activity and Managed Occupancy (DAMO)

The Chair welcomed Mr. Terry Williams, Director of Physical Resources who presented on the reporting of On-Campus Daily Activity and Managed Occupancy (DAMO).

*Moved by Ms. Cox and seconded by Mr. Fleming that the Board of Governors of Sir Sandford Fleming College receive the On-Campus Daily Activity and Managed Occupancy (DAMO) presentation for information.*

Carried

7. New Programs

7.1 Electrical Engineering Technology Program

The Chair welcomed Ms. Linda Poirier, Vice President of Academic Experience, and Pam Stoneham, Dean, School of Trades & Technology who presented on the Electrical Engineering Technology Program (briefing note included in meeting package).

The Electrical Engineering Technology program is the 3rd year continuation of the existing 2-year Electrical Engineering Technician program, as per the existing MTCU program standard. This program provides the graduate with more depth and breadth of electrical engineering concepts, enabling pathways to an Electrical Engineering degree program. Fall 2021 is the anticipated date for program launch.

*Moved by Mr. Downs and seconded by Ms. Grady that the Board of Governors of Sir Sandford Fleming College approve a new program proposal for Electrical Engineering Technology with a launch date of Fall 2021.*

Carried.

#### 7.2 Artificial Intelligence Virtual Reality Program

The Chair welcomed Ms. Linda Poirier, Vice President of Academic Experience and Mr. Musabbir Chowdhury, Dean of the School of Business and Information Technology who presented on the Artificial Intelligence Virtual Reality Program (briefing note included in meeting package).

A previous program with the same name was originally approved in 2019 however this current proposal incorporates significant modifications to the previously approved program. Since this program was proposed and approved in 2019, and with the expansion of cloud services like Amazon Web Services that offer higher computational power, the field of Artificial Intelligence (AI) has entered almost every field in industry. Even the term 'Artificial Intelligence' (circa 1955) has become something of the past, and was replaced with one of its components, either 'Machine Learning' or 'Deep Learning' to capture the specific part of AI that is being applied in industry.

*Moved by Ms. MacIver and seconded by Mr. Currelly that the Board of Governors of Sir Sandford Fleming College approve a revised program proposal for Artificial Intelligence Virtual Reality with a launch date of Fall 2021.*

Carried.

#### 8. Appointment of External Auditors

Mr. Fred Clifford, Chair of the Finance & Audit Committee spoke to this item. At their meeting of November 12, 2020, the Finance & Audit Committee endorsed the appointment of KPMG LLP as the College's external auditors.

*Moved by Mr. Clifford and seconded by Mr. Gillespie that the Board of Governors of Sir Sandford Fleming College appoint KPMG LLP as the College's external auditors for the fiscal year ending March 31, 2021.*

Carried.

#### 9. Whistleblower Policy 4-428

The Chair welcomed Ms. Cathy Bailey, Vice-President, Corporate Services & CFO and Mr. Fred Clifford, Chair of the Finance & Audit Committee who provided a review of the new Whistleblower Policy.

Last fiscal year, the Finance and Audit Committee asked that the Whistleblower Policy be enhanced to provide for verbal complaints (not just written) and for the option by complainants to remain anonymous. In reviewing the existing policy, additional enhancements were identified and have now been included.

*Moved by Mr. Clifford and seconded by Ms. Cox that the Board of Governors of Sir Sandford Fleming College approve the revised Whistleblower Policy, # 4-428 for immediate implementation.*  
Carried.

#### 10. Quality Assurance Dashboard

The Chair welcomed Ms. Linda Poirier, Vice President of Academic Experience and Ms. Molly Westland, Dean, School of Health & Wellness who provided an overview on the OCQAS Quality Audit Improvement Plan Progress Report included in the meeting package.

*Moved by Ms. Praamsma and seconded by Ms. Chan Reynolds that the Board of Governors of Sir Sandford Fleming College receive the Quality Assurance Dashboard for information.*  
Carried.

#### 11. Academic Plan Update

The Chair welcomed Ms. Linda Poirier, Vice President of Academic Experience who discussed the Academic Plan Update which was provided in the meeting package.

*Moved by Mr. Kennaley and seconded by Mr. Fleming that the Board of Governors of Sir Sandford Fleming College receive an update to the 2019-2024 Academic Plan for information.*  
Carried.

#### 12. Indigenous Education & Services Update

The Chair welcomed Ms. Linda Poirier, Vice President of Academic Experience, Ms. Sandra Dupret, Vice President, Student Experience and Ms. Liz Stone, Academic Chair, Indigenous Perspectives who reviewed the update provided in the meeting package.

*Moved by Mr. Downs and seconded by Ms. McLean that the Board of Governors of Sir Sandford Fleming College receive for information, an update on Indigenous Education & Services Program (Indigenous Fleming).*  
Carried.

#### 13. Sexual Violence Prevention Annual Report

The Chair welcomed Ms. Sandra Dupret, Vice President, Student Experience who reviewed the annual Sexual Violence Awareness Report and the Sexual Violence Prevention Task Force Report that was provided in the meeting package. As a requirement of Bill 132, Sexual Violence and Harassment Action Plan Act, the legislation requires an annual report focused on students to be presented to the Board of Governors. The same legislation requires all post-secondary institutions to publicly post their annual report.

The report must include information on:

- Supports Services and Accommodations for student who experience sexual violence
- Commentary on awareness raising and educational programs offered to students
- Reported incidents of sexual violence impacting students
- Commentary on the implementation and effectiveness of the SVP Policy

Additionally, in March 2019 the Ministry of Colleges and Universities required each institution to create a Sexual Violence Prevention Task Force by September 30, 2019. The task force is required to submit

an independent report to the Board of Governors and the Ministry by December 30, 2020 (extended from June 1, 2020 due to COVID).

*Moved by Ms. Grady and seconded by Ms. MacIver that the Board of Governors of Sir Sandford Fleming College receive for information the 2019-20 Sexual Violence Awareness Report and the Sexual Violence Prevention Task Force Report.*  
Carried.

#### 14. Board Chair Report

The Board Chair provided a verbal report.

*Moved by Mr. Marinigh and seconded by Mr. Downs that the Board of Governors of Sir Sandford Fleming College receive the November 2020 verbal Board Chair report for information.*  
Carried.

#### 15. President's Report

The President's report, provided in the meeting package, was review and included a summary of key updates and events since the September 2020 meeting.

*Moved by Mr. Fleming and seconded by Mr. Currelly that the Board of Governors of Sir Sandford Fleming College receive the November 2020 President's report for information.*  
Carried.

#### 16. Other Business

No other business.

#### Adjournment

*Moved by Mr. Currelly and seconded by Ms. Hoggarth to adjourn the public meeting of November 25, 2020 at 11:26 a.m.*  
Carried.



## Board of Governors | Briefing Note

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**Topic:** Business – Human Resources Major Revision  
**Report To:** Public Board Meeting  
**Meeting Date:** January 27, 2021  
**Prepared By:** Musabbir Chowdhury, Dean School of Business and Information Technology

### Recommendation

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That the Board of Governors of Sir Sandford Fleming College approve the request to revise the curriculum and delivery of the Business – Human Resources Ontario College Diploma, for implementation September 2021.

### Overview

#### Summary

The two-year Business – Human Resources Ontario College Diploma (BHC) offered by the School of Business and Information Technology is a relatively new offering. The two-year program was launched in 2017 in addition to the three-year Business Administration – Human Resources Management Ontario College Advanced Diploma (BAH) which was suspended in 2019.

As a result of program annual reviews and Program Advisory Committee (PAC) meetings, the following recommendations have been made to increase the competitiveness of the program and to ensure that graduates have the greatest opportunities to gain employment in their field:

1. include a robust placement in the fourth semester of the program
2. include all nine courses leading up to the ability for graduates to complete the Certified Human Resources Professional (CHRP) designation, governed by the Human Resources Professional Association (HRPA).

The proposed curriculum and delivery changes to implement these recommendations has been designed to meet all Ministry of Colleges and Universities (MCU) and College curriculum requirements while maintaining the shared business common first semester and using mostly existing developed and delivered courses. The proposed changes to the program also support the first two commitments of the Fleming College Strategic Plan 2019-2024 by focusing on meeting the needs of students and employers in the labour market, and being true partners in our communities. And, conservative costing analysis indicates that the program will have a positive net income/cash for five years totaling \$76,255.74. Lastly, the proposed changes will better position this credential offering in the Ontario market; Fleming College will be the only Ontario College to offer a two-year Business – Human Resources Ontario College Diploma that includes all nine CHRP courses along with a robust placement.

#### Background:

##### History of Program

In November 2019 the Business Administration – Human Resources Management Ontario College Advanced Diploma (BHC) was suspended as a result of Program Efficacy Review. This three-year program had been an active program since 1983. In anticipation of this suspension, the two-year Business – Human Resources Ontario College Diploma (BHC) was developed to be offered in addition to the BAH program. This two-year diploma program was approved by former Ministry of Advanced Education and Skills Development (MAESD) for launch in September 2017.



The two-year BHC program has accepted students over the past three years. During this time, program annual reviews and Program Advisory Committee meetings have indicated that there are two critical elements missing in the existing two-year program. These are a placement and the ability of students to complete the nine courses required to pursue a CHRP designation.

### Labour Market Information

Human Resources Professionals work in partnership with business managers to take care of their people. To help businesses operate, HR staff provide advice to ensure the right people with the right skills are in the right place at the right time. Successful organizations seek talented HR employees to influence a variety of complex functional areas including Recruitment and Selection, Training and Development, Compensation and Benefits & Health and Safety. Students develop knowledge and skills acquired through workplace simulations that include participation in the following human resource functions:

- conducting selection interviews
- developing and delivering basic orientation and training programs
- designing job description and specifications
- completing a salary survey
- participating in the job evaluation process
- identification, assessment and control of workplace hazards
- application of employment related legislation.

Human resources and recruitment officers are employed in all industries, with over a third in employment services firms. Federal government departments and companies that provide professional, scientific and technical services, in particular management consulting services are also key employers.

Employment in this occupation has been generally trending upward in Ontario over the past decade. Strong competition in the marketplace and the need of businesses to recruit and retain a more talented and productive workforce are among the factors generating demand for this occupation. With the growing use of digital technology, recruitment officers will be expected to have knowledge and skills in using online social media networks and tools and knowledge to attract highly qualified local and global talent. While the improved use of automation and increasingly advanced software systems has made outsourcing to external human resources consultancy firms easier for employers, businesses will still require in-house employees to navigate these systems, and have the technological and management skills to carry out and make use of these advancements.

According to EMSI Analyst (2019.3), the jobs in the Human Resources & Recruitment Officers occupational group are expected to increase by 19.8 % from 2018 to 2026 for the census divisions of Peterborough, Durham, Northumberland, Kawartha Lakes, Simcoe and Haliburton. Nationwide, the increase is projected to be an increase of 15.8 %. These are very positive projections and a breakdown by region is shown below:



Source: ESDC. (December 2019). Job Market Report. <https://www.jobbank.gc.ca/marketreport/outlook-occupation/12522/geo8792>

The employment outlook will be **good** for Human Resources Officers in the Muskoka - Kawarthas region for the 2019-2021 period. This is mainly due to the following factors:

- Employment growth will lead to several new positions.
- Several positions will become available due to retirements.
- There are a moderate number of unemployed workers with recent experience in this occupation.

The employment outlook also will be **good** for Human Resources Officers in Ontario for the 2019-2021 period. Approximately 15,000 people work in this occupation in the Ontario region. Human resources and recruitment officers mainly work in the following sectors:

- Management and administrative services (NAICS 55, 56): 40%
- Other professional, scientific and technical services (NAICS 5414, 5416-5419): 6%
- Federal government public administration (NAICS 911): 6%

The median wage for the Muskoka-Kawarthas Region is \$28.85 an hour which is equal to the Ontario average median of \$28.85 an hour. And, it is important to note most employers prefer (some require) candidates to have their Certified Human Resources Professional (CHRP) designation to be considered for employment.

### Student Demand and Competition:

There are eight Ontario Colleges that offer the two-year Business – Human Resources Ontario College Diploma. Fleming College first offered this program in 2017 along with Canadore College. All other colleges have been offering this credential for several years. Fleming College is the only college offering this credential in the Ministry of Colleges and Universities' Central Region.

As seen in Table 1 below, there appears to be a rather large potential student market for this type of training when comparing the number of applications versus registrations. This is especially apparent at Durham College (342 applications and 78 registrations), the college that is closest to Peterborough geographically. There may be an opportunity to attract these potential students to Fleming College.

Most Ontario Colleges only offer a placement in their three-year Ontario College Advanced Diploma programs. Confederation, Durham, Fanshawe, George Brown, and Sheridan Colleges do not offer placement courses in their two-year programs. Only St. Lawrence College offers a simulation project (HUMA 73 – Workplace Simulation Project) course that simulates a placement. There is an opportunity for Fleming College to be the only college in Ontario offering a two-year Ontario College Diploma in Human Resources that includes a placement course.

Lastly, the proposed curriculum changes will allow the Fleming College offering to be unique in this pool of offerings. The proposed Fleming College offering will be the only two-year diploma program that includes a robust placement, as well as, all nine courses leading up to the ability for graduates to complete the Certified Human Resources Professional (CHRP) designation. Many of the other Ontario Colleges, offer all nine courses in the three-year program only. These proposed curriculum changes will set this program apart from all the competition.

**Table 1: Applications / Registrations for Business – Human Resources Ontario College Diploma (MCU code# 50223)**

Ontario College	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Canadore	-	-	-	0/2	21/3
<u>Confederation</u>	<u>99/43</u>	<u>149/72</u>	<u>109/35</u>	<u>103/53</u>	<u>87/44</u>
<u>Durham</u>	<u>150/22</u>	<u>198/38</u>	<u>276/38</u>	<u>283/70</u>	<u>342/78</u>
Fanshawe	357/134	447/170	419/144	416/154	478/110
Fleming*	-	-	-	23/15	93/14
George Brown	511/108	532/126	486/132	492/139	487/59
Sheridan	292/125	255/127	289/144	270/123	263/68
St. Lawrence	95/37	91/19	70/26	61/31	70/33

Prepared by the Institutional Research Office (Jan 9, 2019) Application, confirmation and registrations data pulled from OCAS Data Warehouse RPT00411 and are 'point in time' as of December 10th, therefore the data is comparable from year to year as of Dec 10th. Counts include only those records which have a matching OCAS application.

\*MCU Central Region Colleges

### Curriculum:

The new proposed curriculum was approved by the BHC Program Advisory Committee on November 30, 2020. It has been expertly designed to include the essentials of this credential by satisfying the Ontario Program Standard and creating employment ready graduates all while maintaining many existing courses and the business common first semester within the curriculum. Courses that were removed from the program were more aligned with the Business Administration component of the 3-year program rather than the Human Resources component. When both 2-year and 3-year programs were running,

the curriculum for semesters 1-4 were identical. As you will note in Table 2 below, only two new courses will need to be developed: a 15 hour placement preparation course and a 315 hour placement course.

It has been recognized that HR graduates have difficulty finding their first job if they have not gained any prior experience in the field. The proposed placement will provide 13-14 weeks of immersive, applied learning exposure to the field of human resources and a variety of functional areas. Prior to their placement, students will complete an intense 15 hour placement preparation course focused solely on development of skills students will need both during the placement application and interview process, and to assist them in their career search after graduation.

Human Resources graduates wishing to pursue their CHRP designation will have a deeper understanding of the HRPAs competency framework as placement reporting is built around completing tasks and activities that expose students to elements of the framework. All nine courses are proposed to be built into the two-year program, making it far more attractive to both domestic and International students who do wish to pursue the CHRP, Certified Human Resources Professional designation, governed by the HRPAs, Human Resources Professional Association. There are no citizenship or visa requirements for graduates to take their CHRP exams and graduates do not need to be in Canada to earn their designation.

The inclusion of the Report Writing - COMM 6 course, integrated into the fourth semester will add an applied research project into the curriculum thereby enriching the placement experience and securing partnerships with the human resources industry as research projects will be completed in collaboration with placement organization needs and requests.

In summary, the curriculum will be rich with targeted learning that will increase the employability of our graduates and support local human resources industry partners.

<b>Table 2: Business – Human Resources Ontario College Diploma Proposed Curriculum</b>		
<b>Semester 1 (Business Common First Semester)</b>	<b>Hours</b>	<b>Delivery Pattern</b>
COMM 201 - Communications I	45	1- 2 hr sem, 1- 1 hr lab
BUSN 188 - Introduction to Bus. and Success Strategies	60	2- 1 hr lec, 1- 2 hr sem
ACCT 72 - Introductory Accounting	45	1- 1 hr lec, 1- 2 hr sem
ORGB 24 - Introduction to Organizational Behaviour	45	1- 1 hr lec, 1- 2 hr sem
MATH 11 - Math Fundamentals for Business Studies	45	1- 1 hr lec, 2- 1 hr sem
COMP 578 - Introduction to Computers	45	1- 2 hr lab, 1- 1 hr SDL
<b>Semester 2</b>		
BUSN 18 - Microeconomics (maintained)	45	1- 3 hr lec
MGMT 7 - Human Resources Administration (maintained)	45	1- 1hr lec, 1- 2hr sem
COMM 202 - Communications II (maintained)	45	1- 1hr lec, 1- 1 hr sem, 1- 1 hr lab
ORGB 8 - Creative Problem Solving (maintained)	45	1- 1 hr lec, 1- 2 hr sem
MGMT 17 - Recruitment and Selection (from BHC sem 3)	45	1- 1 hr lec, 1- 2 hr sem
BUSN 21 - Organizational Theory, St & D (from BHC sem 3)	45	1- 1 hr lec, 1- 2 hr sem
<b>Semester 3</b>		
MGMT 15 - Occupational Health and Safety (maintained)	45	1- 1 hr lec, 1- 2 hr sem

GNED Elective (maintained)	45	-
MGMT 1 - Compensation Administration (from sem 4)	45	1- 1 hr lec, 1- 2 hr sem
MGMT 18 - Training & Development (from sem 4)	45	1- 1 hr lec, 1- 2 hr sem
ACCT 11 - Finance & Accounting (from sem 4)	45	1- 1 hr lec, 1- 2 hr sem
MGMT 10 - Labour Relations (from BAH sem 5)	45	1- 1 hr lec, 1- 2 hr sem
FLPL - <b>NEW</b> - one hour field placement prep course	15	1- 1 hr sem
<b>Semester 4</b>		
COMM 6 - Report Writing (GAS course to satisfy Applied Research component)	45	1- 1 hr lec, 1- 2 hr sem
MGMT 8 - HR Planning (from BAH sem 5)	45	1- 1 hr lec, 1- 2 hr sem
FLPL <b>NEW</b> - robust – 3 day a week placement course	315	3 days a week placement
<b>Total Hours</b>	<b>1245</b>	

#### Costing:

Below you will find the incremental costing summary. This very conservative summary is based on one intake per year with an initial enrolment of 30 new students for year 1 followed by 35 new students for years 2-5 (presently the program has two intakes per year). The proposed program change will result in positive net income/cash for the next five years totaling \$76,255.74.

<b>Incremental Costing Summary</b>						
	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
<b>Incremental Revenues</b>		\$ 159,390.80	\$ 278,094.30	\$ 255,283.35	\$ 255,283.35	\$ 255,283.35
<b>Incremental Costs</b>		\$ 148,428.94	\$ 237,162.62	\$ 237,162.62	\$ 247,162.62	\$ 252,162.62
<b>Net Investment</b>	\$ -	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
<b>NET INCOME/CASH</b>	\$ -	\$ 5,961.86	\$ 40,931.68	\$ 18,120.73	\$ 8,120.73	\$ 3,120.73

#### Alignment with Strategic Direction

The addition of a placement and all nine courses supporting the ability to complete a CHRP designation to the BHC curriculum aligns solidly with the first Strategic Direction commitment that focuses on meeting the needs of students and employers in the labour market. We have declared in the Strategic Plan that we will be more responsive to the needs of our employers and graduates and by offering a program that increases the employability of our graduates we will be supporting this strategic direction and satisfying employers by graduating students that are job ready.

Secondly, the addition of a fourth semester course (COMM 6) that includes an Applied Research project aligns with the second Strategic Direction that focuses on being true partners in our communities. The applied research project will be completed in collaboration with the placement organization which will allow for a richer learning experience for our students and support for our industry partners in solving local problems and/or answering relevant questions.

#### Risks and Considerations

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

#### External Environment:

COVID related late effects that prevents the program from reaching desired enrollment numbers by Fall 2021. Maximizing the time to market the program and use innovating marketing strategy may overcome this effect. Conversely, larger than expected enrolment may lead to a shortage of placements in the local

community. Early engagement of community partners and expanding the area of search may help to mitigate this risk.

### Supporting Documentation

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- Please see the included costing spreadsheet

Program Costing						
Program Name	Business-Human Resources		Date/Version		2020-12-11	
Credential	Ontario College Diploma		School Dean		Musabbir Chowdhury	
Gross Domestic Tuition (per semester)	\$ 1,512.25		Net Domestic Tuition (less financial aid 8%)		\$ 1,391.27	
Gross International Tuition (per semester)	\$ 7,635.00		Net International Tuition		\$ 5,835.00	
WFU (WtxFu)	1		Base Operating Grant (BOG) Allocation per WFU (@ corridor mid point)		\$ 4,150.00	
WFU per semester	0.5		Small Northern Rural (SNR) Grant Enhancement		\$ 272.00	
Domestic Enrolment Projections						
Description	FY01	FY02	FY03	FY04	FY05	
Sem1	20	30	30	30	30	
Sem 2	20	27	27	27	27	
Sem 3	0	17	25	25	25	
Sem 4		16	23	23	23	
Sem 5		0	0	0	0	
Sem 6		0	0	0	0	
Total enrolment	40	90	105	105	105	
Co-op if applicable						
International Enrolment Projections						
Description	FY01	FY02	FY03	FY04	FY05	
Sem1	10	5	5	5	5	
Sem 2	9	5	5	5	5	
Sem 3	0	9	5	5	5	
Sem 4		9	5	5	5	
Sem 5		0	0	0	0	
Sem 6		0	0	0	0	
Total enrolment	19	28	20	20	20	
Co-op if applicable						
Incremental Costing						
Revenues/Source of Funding						
Description	FY01	FY02	FY03	FY04	FY05	Total
Domestic Tuition	55,650.80	125,214.30	146,083.35	146,083.35	146,083.35	\$ 619,115.15
International Tuition	110,865.00	163,380.00	116,700.00	116,700.00	116,700.00	\$ 624,345.00
MTCU International clawback	- 7,125.00	- 10,500.00	- 7,500.00	- 7,500.00	- 7,500.00	-\$ 40,125.00
Other (list)						
Co-op funding	-	-	-	-	-	\$ -
	\$ 159,390.80	\$ 278,094.30	\$ 255,283.35	\$ 255,283.35	\$ 255,283.35	\$ 1,203,335.15

Program Delivery Costing						
Description	FY01	FY02	FY03	FY04	FY05	Total
<b>Salaries &amp; Benefits</b>						\$ -
FT Faculty	92,972.38	156,919.76	156,919.76	156,919.76	156,919.76	\$ 720,651.42
PT Faculty	26,318.54	51,104.84	51,104.84	51,104.84	51,104.84	\$ 230,737.92
Program Co-ordinator	25,818.01	25,818.01	25,818.01	25,818.01	25,818.01	\$ 129,090.06
FT Technician	-	-	-	-	-	-
PT Technician	-	-	-	-	-	\$ -
other direct staffing						
						\$ -
Course Supplies/Instructional Cost	200.00	200.00	200.00	200.00	200.00	\$ 1,000.00
Computer Software & Maintenance						\$ -
Faculty Travel	500.00	500.00	500.00	500.00	500.00	\$ 2,500.00
Equipment Rental and/or Maintenance						\$ -
Other-Office Supplies, Hospitality,Duplicating, etc	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	\$ 5,000.00
add rows above this line as needed						
<b>Program Delivery Costing</b>	<b>\$ 146,808.94</b>	<b>\$ 235,542.62</b>	<b>\$ 235,542.62</b>	<b>\$ 235,542.62</b>	<b>\$ 235,542.62</b>	<b>\$ 1,088,979.41</b>
Incremental Academic Overhead - program supports not directly related to delivery						
Description	FY01	FY02	FY03	FY04	FY05	Total
<b>Faculty support costs</b>						\$ -
Travel and Professional Development	1,620.00	1,620.00	1,620.00	1,620.00	1,620.00	\$ 8,100.00
Circulum Quality supports - Review/Renewal				10,000.00	15,000.00	\$ 25,000.00
Other (list and add rows as needed)						\$ -
						\$ -
	\$ 1,620.00	\$ 1,620.00	\$ 1,620.00	\$ 11,620.00	\$ 16,620.00	\$ 33,100.00
Program Development/Investment						
Description	FY00	FY01	FY02	FY03	FY04	FY05
Development		5,000.00				
Equipment						
Consulting costs						
Capital expenditures	-	-	-	-	-	-
Other (list)						
add rows above this line as needed						
<b>Total program development</b>	<b>\$ -</b>	<b>\$ 5,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Incremental Costing Summary						
	FY00	FY01	FY02	FY03	FY04	FY05
Incremental Revenues		\$ 159,390.80	\$ 278,094.30	\$ 255,283.35	\$ 255,283.35	\$ 255,283.35
Incremental Costs		\$ 148,428.94	\$ 237,162.62	\$ 237,162.62	\$ 247,162.62	\$ 252,162.62
Net Investment	\$ -	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
NET INCOME/CASH	\$ -	\$ 5,961.86	\$ 40,931.68	\$ 18,120.73	\$ 8,120.73	\$ 3,120.73
Contribution to Overhead						
Non-Incremental Program Distributions						
Description	FY01	FY02	FY03	FY04	FY05	Total
MTCU Grant	83,000.00	186,750.00	217,875.00	217,875.00	217,875.00	\$ 923,375.00
Dean & Other academic staffing supports	3,825.38	6,674.26	6,126.80	6,126.80	6,126.80	\$ 28,880.04
program revenue	242,390.80	464,844.30	473,158.35	473,158.35	473,158.35	2,126,710.15
program expense	153,428.94	237,162.62	237,162.62	247,162.62	252,162.62	1,127,079.41
Net Contribution to Overhead	\$ 88,961.86	\$ 227,681.68	\$ 235,995.73	\$ 225,995.73	\$ 220,995.73	\$ 999,630.74
% CTO	37%	49%	50%	48%	47%	
College Overhead Target	79,988.96	153,398.62	156,142.26	156,142.26	156,142.26	397,100.60





## Board of Governors | Briefing Note

**Topic:** Enterprise Risk Management (ERM) Report  
**Report To:** Public Board Meeting  
Reviewed by Finance and Audit Committee on January 13, 2021 for final submission to the Board of Governors  
**Meeting Date:** November 12, 2020  
**Prepared By:** Sherry Gosselin, Director IRO and PMO  
Drew Van Parys, Acting VP Corporate Services & CFO

### Recommendation

That the Board of Governors of Sir Sandford Fleming College approve a change to the level of the risk appetite to focus on key strategic items and governance issues. The recommendation is to adopt a risk appetite score of 15.

### Overview

Since 2017, the College has utilized an ERM process as a strategic tool to identify and assess risks that could impact the College's ability to achieve its objectives. The Board of Governors approved a revised ERM policy on September 30, 2020 which initiated the implementation of the new ERM procedure. The intent of the new ERM system is to advance the College's maturity and governance oversight in Enterprise Risk Management.

To align with current best practices, a new ERM process is proposed which focuses on "what the board needs to know, at the point in time, to effectively govern risk – including simplified facts and well-articulated impacts" (The Handbook of Board Governance, Leblanc, 2020, p. 753).

College managers prepare and regularly update a comprehensive Risk Register to identify and assess risks to the operations and subsequently develop mitigation plans. There are 34 risks currently identified in the Risk Register.

A risk appetite rating is calculated based on likelihood and consequence of each risk with a range of 1 to 25. In the past, the College updated the Board on risks of a score over 12. Based on the evolution of best practices, and the desire to focus on higher level strategic risks, the College recommends increasing this metric to 15.

By adapting the proposed changes to the process, 6 risks emerge as significant, including 3 financial risks, 2 information technology risks and 1 external environment risk.

An additional update to the process is to flag risks related to, or exacerbated by, the COVID-19 pandemic.

The College will report regularly to the Board on risks equal to or exceeding a tolerance score of 15 and continue to gauge the key steps and best practices for Fleming's ERM and identify areas for improvement at both the management and governance levels.

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

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The purpose of an Enterprise Risk Management system is to identify, assess and respond to risks that create uncertainty and threaten the achievement of strategic goals and objectives in the 2019-2024 Strategic Plan, Academic Plan and the 2020-2025 Strategic Mandate Agreement.

### Risks and Considerations

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

### Supporting Documentation

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- ERM Update Presentation

# Enterprise Risk Management (ERM) Report

Presentation for the Board of Governors

*Drew Van Parys, Acting VP Corporate Services and CFO*

*Sherry Gosselin, Director IRO & PMO*

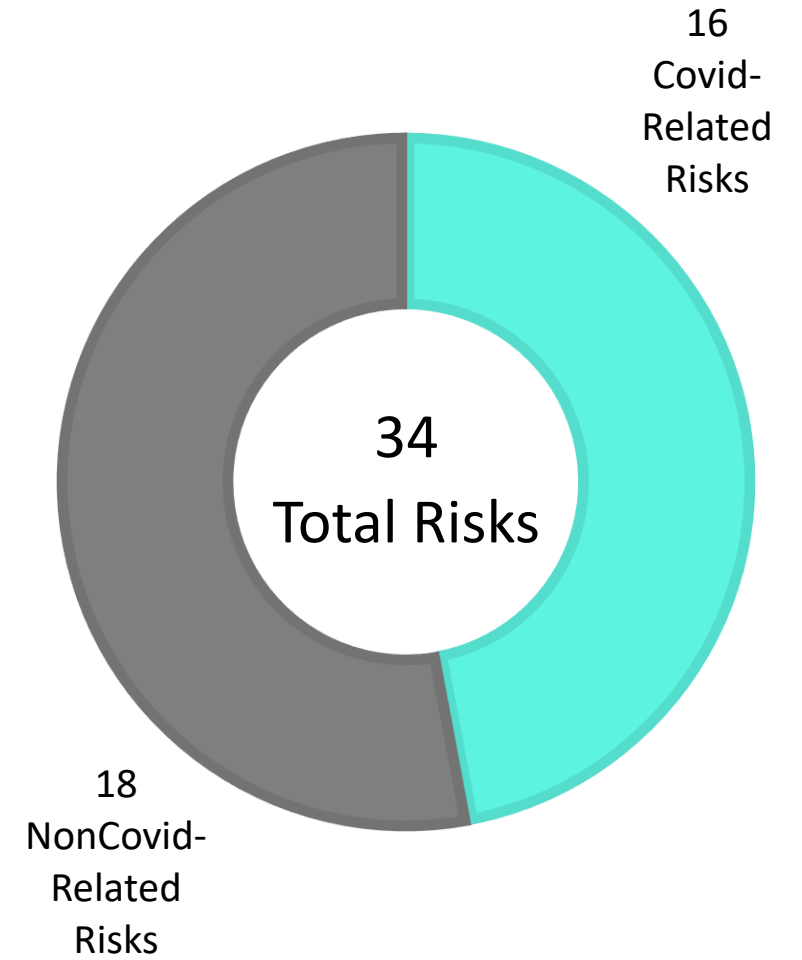
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Fleming College

# Presentation Overview

1. **Overall Risk Register Analysis**
2. **Review of the 'Risk Appetite'**
3. **Risks:**
  - Above 'Risk Appetite'
  - Above 'Risk Tolerance'
4. **Recommended Motion on Risk Appetite**
5. **Q&A**

# Risk Register Analysis



# Risk Appetite Review

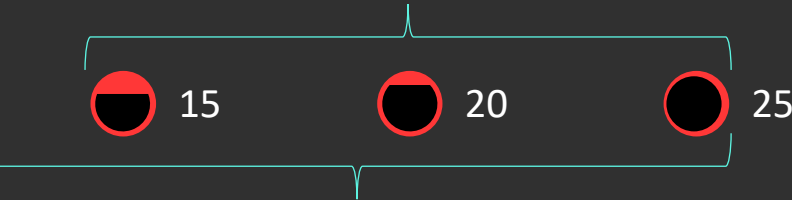
Recommendation: *Risk Appetite move from a risk score of <12 to <15*

### Risk Level

1 - 6	Low
8 - 12	Medium
15 - 20	High
25 -	Very high



*Appetite of 15 = 38% of scale*



*Appetite of 12 = 50% of scale*

### Risk Score

Consequence	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	1	2	3	4	5	

### Likelihood

## Risks with Scores ≥15

ID	Risk	Risk Score (out of 25)	COVID Related
<b>F18</b>	Declining domestic markets and volatile international markets result in a decline in overall college enrolments creating a reduction in revenues with impact on overall financial health of the college.	25	Yes
<b>F20</b>	Operating under the minimum Residence occupancy level will result in running a deficit residence budget.	20	Yes
<b>EE2</b>	If NOT enough placement sites can be obtained for students to accomplish the experiential portion of their program of study, this will result in lower graduation rates, lower enrolment capacity and a reduced quality of student experience.	16	Yes
<b>F4</b>	The unknowns presented by COVID have increased uncertainty in financial forecasting.	16	Yes
<b>IT13</b>	Malicious intrusion to college systems or other data loss would result in a loss of critical college information and an inability to operate effectively.	16	No
<b>IT10</b>	Out-dated technology & skills will result in loss of efficiency, reliability and does not meet the needs of the College.	15	No

# Risks Above Tolerance

**COVID-Related** = Risks that are amplified by  
or caused by the COVID pandemic

ID	Risk Statement	Risk Score	Risk Tolerance	Exceeds Tolerance	COVID Related
F18	Declining domestic markets and volatile international markets result in a decline in overall college enrolments creating a reduction in revenues with impact on overall financial health of the college.	25	15	10	Yes
IT13	Malicious intrusion to college IT systems or other data loss would result in a loss of critical college information and an inability to operate effectively.	16	6	10	No
IT10	Out-dated technology & skills will result in loss of efficiency, reliability and does not meet the needs of the College.	15	10	5	No
LG5	Violating research ethic compliance could result in harm to research participants, potential loss of standing with the tri-council impacting research funding, fines, and a potential reputational risk if reported in the media.	12	9	3	No
IT11	College-wide technical service delivery interruption/disaster (all areas) would result in a prolonged IT service outage.	10	5	5	No
IT12	Lack of system and data governance procedures and policies used to manage systems and report data could result in poor data quality, loss of data, inefficient use of resources, poor student/employee experience and poor business intelligence.	10	8	2	No
OP4	A Master Emergency Management Plan and Business Continuity Plan do not exist for a disaster (e.g. major fire, flood, extended power failure, etc.) which could result in increased damage to the facilities and an extended recovery time due to the lack of a planned recovery response procedure.	9	4	5	No
EE6	Due to COVID, NOT meeting the SSM's contract objectives, which could have reputational and financial impacts, and negatively impact the college's ability to meet a key SMA3 objective.	9	4	5	Yes
OP23	Student/Staff/Volunteer personal information being inappropriately collected, used, disclosed, retained, or destroyed could result in a privacy breach, protentional sanctions from the IPC and damage to the College's reputation.	9	6	2	No
F1	As a result of changes to the Copy right Act, Fleming could have to pay a retroactive tariff payment and ongoing licensing fees which may lead to an unbudgeted expense paid in-year and on an ongoing basis.	9	8	1	No
OP5	The lack of adherence to formal contract management processes leaves the College open to a variety of risks.	8	4	4	No
OP1	Risk of Human Rights complaints escalation to the OHRC from students - Tribunal resulting in impact to reputation, legal/regulatory, financial and operational	6	4	2	No



## Recommended Motion

*That the Board of Governors of Sir Sandford Fleming College approve a change to the level of the risk appetite to focus on key strategic items and governance issues.*

*The recommendation is to adopt a risk appetite score of 15.*



## Board of Governors | Briefing Note

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Topic:	Budget Update and Year End Projections
Report To:	Public Board Meeting <i>Endorsed by Finance and Audit Committee on January 13, 2021 for final submission to the Board of Governors</i>
Meeting Date:	January 27, 2021
Prepared By:	Angie Sims, Director Financial Services and Controllershship Drew Van Parys, Acting VP Corporate Services and CFO

### Recommendation

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That the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2020-2021 Update Budget which provides for:

Revenue of \$129,127,015  
Expenditures of \$140,138,926  
Capital Expenditure of \$8,153,335  
Net Assets at March 31, 2021 of \$31,196,000; and

Receive for information the draft Update Budget that was submitted to the Ministry of Colleges and Universities (MCU) on January 14, 2021.

### Overview

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The attached documents outline the proposed budget adjustments based on revised enrolment forecasting, staffing changes and detailed divisional reviews. This is being presented for approval by the Board of Governors.

A revised Update Budget was submitted to MCU on January 14, 2021 based on a request for all colleges to submit updated projections.

The current proposed budget, as reflected in the Statement of Revenue and Expenditures document (**Attachment 1**), projects an increase in overall revenue of \$1.4M from the Prior Budget (as presented for approval September 2020) with minimal change in the total expenditures. This updated budget results in a net deficit at March 31, 2021 of \$11M.

### Highlights of the Updated Budget:

Revenue changes include:

- Student Tuition Fees increased by \$2M
  - Tuition forecast reflects a loss of Domestic fees which will be deferred to 21/22 with a greater portion of the winter term being delivered in next fiscal (April). International fees are increased with increased fall enrolment and flow through into winter.
- Increase in Contract Training revenue of \$0.4M tied to government Skills Advancement contracts
- Increase in Fee for Service with added Dual Credit activity at \$0.3M
- Reduction of Other Income relating to college application fees of \$0.5M

- Net reduction of Student Fees due to lost athletic fees of \$0.6M, other administrative fees \$0.3M offset by increase in international health plan fees \$0.2M
- Service System Management, Skills Programs and Ministry Bursaries saw increases in revenue totaling \$0.76M. Revenue is flow through in nature and offset by expenses.
- Decrease in Special Project revenue \$0.5M with majority the result of reclassifying Skills Advancement revenue to contract training.
- Reduced parking revenue within College Ancillary Operations at \$0.5M

Expenditure savings include:

- Staffing decisions at \$0.26M. While most staffing costs were determined during the Q1 update, there have been additional savings identified due to reasons such as delayed hiring dates and delay of the winter semester start date.
- Reduction of Academic Delivery and Academic Supports totaling \$0.6M. This results from many programs continuing with online learning into the winter semester.
- Business Travel, Accommodation and Hospitality expenses being reduced by \$0.2M due to international travel restrictions and minimal local travel.
- Service fees have been reduced by \$0.15M with less contract services being required due to later start to winter semester.
- In non-operating the special projects expenses have been reduced by \$0.5M, which coincides with reduced revenue

Additional expenditures include:

- International agent commissions and insurance, with increase in international enrolments
- Adjustment to per capita property taxes at \$156K
- Change in project overheads for \$107K
- Added investment (small asset) at \$214K
- Non-operating (Service System Management, Skills Programs and Ministry Bursaries), offset by increases in revenue ~ \$760k

Supporting the proposed budget revisions, the College Statement of Revenue and Expenditures, as at November 30, 2020, with prior year comparators and quarterly forecast (**Attachment 2** - Board Report Detailed – November 30) shows the following trends:

### **Operating Revenues**

Overall operating revenues show an unfavorable trend with a variance of 8.6% (38.7% of revenue activity yet to occur versus 30.2% in the prior year). Some of this is due to reduced summer activity with the remaining revenue catching up. There has also been a delay in collecting winter tuition due to a delayed start to the semester and delay in finalizing what programming would take place in the winter semester.

Contract training revenues are significantly off trend with 89.8% yet to occur versus 54.3% at the same time in the prior year. A large portion of the revenue relates to Skills Advance Ontario and is expected to be collected in the final quarter.

Within other income, College ancillary fees (food service and bookstore commissions) are off trend with 47.7 % to be collected vs 31.1% in the prior year. Budgets have been reduced significantly and the outstanding revenue represents bookstore commissions which appear reasonable based on income received during the fall semester.

Other income is showing as unfavorable with 51.3% yet to be collected versus 33% in the prior year. This is led by a loss of student application fees during the summer and fall that, even though

accounted for in the budget, has skewed the variance and resulted in a higher percentage of revenue planned to be collected in the final quarter.

Within student fees, where the trend is showing an unfavorable variance of 13.1%, the discrepancy is in line with the later inflow of winter tuition revenue, as fees are collected along with tuition.

## **Operating Expenditures**

Overall operating expenditures at November 30 are trending with a favorable variance of 2.6% which includes a number of variances within individual line items.

Salaries and Benefits accounts have been re-examined and are expected to be on budget, however a large variance of 30.3% shows for other part time salaries. Staffing for PT support and students was limited prior to the start of the fall semester due to cost-savings measures implemented by the College. As winter semester takes place, more part time staff will be needed to assist in delivery.

Within non-salary, the budget for Academic Delivery costs has been reduced by almost \$1M from the prior year and continues to trend with a favorable ratio of 37.9%. Spending was virtually nil for the first half of the year and has just started to pick up with the delivery of the fall semester and is expected to continue into the final quarter.

Staffing development (PD) has been underspent to date. While there is a potential for this budget to remain underutilized, efforts are being made to have employees take the opportunity to utilize these funds.

Travel, Accommodation and Hospitality is trending with a favorable ratio of 52.7% as International travel has been shut down and travel between campuses is minimal. The spending of this budget will largely depend on whether International travel opens back up, otherwise there is potential for savings in this area.

Advertising costs were minimal during the first half of the year resulting in a favorable variance of 27.4%. The remaining budget of \$795K is in line with the prior year and is anticipated to be expended in the last 5 months.

Equipment Maintenance is trending with a favorable variance of 20.8%. This is mainly the result of limited in person delivery resulting in less use and required maintenance of equipment. There are potential savings in this area if in person delivery is scaled back due to further COVID measures.

Rental and Taxes have been underspent to date, showing a favorable variance of 17.2%, as a result of changes in rental agreements. Spending is anticipated to hit budget targets during the final quarter.

Finance and banking budget shows as a credit as it represents corporate overhead contributions against expenditures from the College non-operating program revenues. It appears unfavourable in trending as overhead contributions are only recognized at year end upon final reconciliation of the grant programs.

## **Non-Operating**

Revenues for non-operating programs (Service System Management, Skills Programs, Bursaries and Special Projects) 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.

Investment expenses appear underspent to date with 73.5% of the budget remaining. A large portion of this balance is represented by costs to be incurred in order to have the buildings meet COVID

guidelines upon re-opening. Additionally, there was new funding secured which allows for the purchase of some small assets prior to year end.

Non-Operating Ancillary Operations including Residence and Parking is trending behind on revenues with limited activity for the year, thus showing as an unfavourable variance of 55.2%. Parking budgets have been reduced to \$0 for the fall and winter Residence has been reduced significantly from the prior year with the majority of revenue to fall in the final 5 months of the year.

### Capital Investment

There was a need to increase the capital asset budget by \$387K to show spending on grant funding that became available subsequent to the last budget update. 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.

Finally, the final draft and further details of the College Plan can be seen through the 2020 2021 Financial Plan (**Attachment 5**).

## 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 – November 30, 2020
- Attachment 3 - 2020-21 Capital Investment Plan
- Attachment 4 - Health Indicators
- Attachment 5 – 2020 2021 Financial Plan

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**Update Budget**

	Current Year			
	Current Proposed Budget	Prior Budget	Budget \$ Change	Budget % Change
<b>Revenue</b>				
<b>Grants and Reimbursements</b>	\$ 46,739,356	\$ 46,712,090	\$ (27,266)	(0.1%)
Tuition FT Spring	806,858	782,662	(24,196)	(3.1%)
Tuition FT Fall	6,029,120	6,045,760	16,640	0.3%
Tuition FT Winter	5,120,379	5,949,738	829,359	13.9%
Domestic Full-time Tuition	11,956,357	12,778,160	821,803	6.4%
Tuition International FT Spring	4,134,771	4,533,717	398,946	8.8%
Tuition International FT Fall	9,227,247	7,355,271	(1,871,976)	(25.5%)
Tuition International FT Winter	10,412,692	8,960,836	(1,451,856)	(16.2%)
International Full-time Tuition	23,774,710	20,849,824	(2,924,886)	(14.0%)
Full-time Tuition	35,731,067	33,627,984	(2,103,083)	(6.3%)
Part-time and Other Tuition	2,016,346	2,033,595	17,249	0.8%
<b>Student Tuition Fees</b>	37,747,413	35,661,579	(2,085,834)	(5.8%)
<b>Contract Training</b>	958,406	543,000	(415,406)	(76.5%)
College Ancillary Operations	257,750	295,750	38,000	12.8%
Fee for Service	1,468,051	1,150,853	(317,198)	(27.6%)
Fundraising	10,000	10,000	0	0.0%
Other Income	1,923,910	2,461,475	537,565	21.8%
Student Fees	5,581,627	6,250,187	668,560	10.7%
<b>Total Other Income</b>	9,241,338	10,168,265	926,927	9.1%
<b>Amortization of Deferred Capital Contribution:</b>	4,385,812	4,318,137	(67,675)	(1.6%)
<b>Total Operating Revenues</b>	99,072,325	97,403,071	(1,669,254)	(1.7%)
Investments	646,415	646,415	0	0.0%
Service System Management	15,808,165	15,708,165	(100,000)	(0.6%)
Skills Programs	3,781,196	3,340,323	(440,873)	(13.2%)
Tuition Holdback Bursaries	1,903,909	1,903,909	0	0.0%
Ministry Bursaries	1,000,000	780,000	(220,000)	(28.2%)
Special Projects	5,167,012	5,703,910	536,898	9.4%
Facilities Renewal and Renovation Projects	592,141	578,560	(13,581)	(2.3%)
Ancillary Operations	1,155,852	1,676,784	520,932	31.1%
<b>Total Revenue</b>	\$ 129,127,015	\$ 127,741,137	\$ (1,385,878)	(1.1%)

Expenditures	Current Year			
	Current Proposed Budget	Prior Budget	Budget \$ Change	Budget % Change
<b>Salaries and Benefits</b>				
Academic, Full Time	\$ 23,322,823	\$ 23,527,876	\$ 205,053	0.9%
Administration, Full Time	9,862,869	9,682,760	(180,109)	(1.9%)
Support, Full Time	14,211,240	14,318,413	107,173	0.7%
<b>Salaries, Full Time</b>	<b>47,396,932</b>	<b>47,529,049</b>	<b>132,117</b>	<b>0.3%</b>
Academic, Part Time	10,391,517	10,508,804	117,287	1.1%
Other, Part Time	1,636,563	1,511,448	(125,115)	(8.3%)
<b>Salaries, Part Time</b>	<b>12,028,080</b>	<b>12,020,252</b>	<b>(7,828)</b>	<b>(0.1%)</b>
<b>Benefits</b>	<b>13,282,041</b>	<b>13,414,854</b>	<b>132,813</b>	<b>1.0%</b>
<b>Total Salaries and Benefits</b>	<b>72,707,053</b>	<b>72,964,155</b>	<b>257,102</b>	<b>0.4%</b>
<b>Non-Salary Expenses</b>				
Academic Delivery	1,279,223	1,719,135	439,912	25.6%
Academic Supports	3,357,867	3,516,499	158,632	4.5%
Staffing Development	606,346	607,691	1,345	0.2%
Business Travel, Accommodation & Hospitality	377,644	567,823	190,179	33.5%
Advertising	1,013,503	1,016,383	2,880	0.3%
Telephone, Audit, Legal & Insurance	1,301,168	1,313,168	12,000	0.9%
Equipment Maintenance	544,760	544,760	0	0.0%
Plant and Security	3,042,958	3,042,958	0	0.0%
Rentals and Taxes	879,960	723,640	(156,320)	(21.6%)
Utilities	2,506,931	2,506,931	0	0.0%
Contract Services Trent	2,683,186	2,683,186	0	0.0%
Finance and Banking	(983,292)	(1,091,017)	(107,725)	9.9%
International Payments	3,684,635	3,064,541	(620,094)	(20.2%)
Service Fees	4,513,780	4,675,621	161,841	3.5%
Long Term Debt Interest	162,500	162,500	0	0.0%
Amortization of Capital Assets	7,445,136	7,450,052	4,916	0.1%
<b>Total Non-Salary Expenses</b>	<b>32,416,305</b>	<b>32,503,871</b>	<b>87,566</b>	<b>0.3%</b>
<b>Total Operating Expenditures</b>	<b>105,123,358</b>	<b>105,468,026</b>	<b>344,668</b>	<b>0.3%</b>
Investments	3,004,281	2,789,917	(214,364)	(7.7%)
Service System Management	15,808,165	15,708,165	(100,000)	(0.6%)
Skills Programs	3,781,196	3,340,323	(440,873)	(13.2%)
Tuition Holdback Bursaries	1,903,909	1,903,909	0	0.0%
Ministry Bursaries	1,000,000	780,000	(220,000)	(28.2%)
Special Projects	5,167,459	5,703,910	536,451	9.4%
Ancillary Operations	4,350,558	4,438,325	87,767	2.0%
<b>Total Expenditures</b>	<b>\$ 140,138,926</b>	<b>\$ 140,132,575</b>	<b>\$ (6,351)</b>	<b>(0.0%)</b>
<b>Net</b>	<b>\$ (11,011,911)</b>	<b>\$ (12,391,438)</b>	<b>\$ (1,379,527)</b>	<b>11.1%</b>

SIR SANDFORD FLEMING COLLEGE  
Statement of Revenue and Expenditures - with prior year comparatives  
For the 8 months ending November 30, 2020

	Current Year				Prior Year				Change Over Prior YTD	
	Actual To	Budget	Budget \$	Budget %	Actual To	Actual	Prior YTD \$	Prior YTD %	\$	%
	30-Nov-20	31-Mar-2021	Remaining	Remaining	30-Nov-19	31-Mar-20	Remaining	Remaining		
<b>Revenue</b>										
Grants and Reimbursements	\$ 28,461,739	\$ 46,739,356	\$ 18,277,617	39.1%	\$ 27,971,353	\$ 45,527,902	\$ 17,556,549	38.6%	\$ (721,068)	0.5%
Tuition FT Spring	810,760	806,858	(3,902)	(0.5%)	1,987,049	1,985,373	(1,676)	(0.1%)	2,227	(0.4%)
Tuition FT Fall	5,981,953	6,029,120	47,167	0.8%	6,669,198	6,678,636	9,438	0.1%	(37,729)	0.6%
Tuition FT Winter	934,880	5,120,379	4,185,499	81.7%	2,675,707	6,798,669	4,122,961	60.6%	(62,537)	21.1%
Domestic Full-time Tuition	7,727,594	11,956,357	4,228,763	35.4%	11,331,955	15,462,678	4,130,723	26.7%	(98,040)	8.7%
Tuition International FT Spring	4,132,971	4,134,771	1,800	0.0%	7,021,882	7,021,891	8	0.0%	(1,792)	0.0%
Tuition International FT Fall	9,069,691	9,227,247	157,556	1.7%	13,824,211	13,839,760	15,550	0.1%	(142,006)	1.6%
Tuition International FT Winter	1,768,321	10,412,692	8,644,371	83.0%	8,965,640	15,514,604	6,548,964	42.2%	(2,095,407)	40.8%
International Full-time Tuition	14,970,983	23,774,710	8,803,727	37.0%	29,811,733	36,376,255	6,564,522	18.0%	(2,239,205)	19.0%
Full-time Tuition	22,698,577	35,731,067	13,032,490	36.5%	41,143,687	51,838,932	10,695,245	20.6%	(2,337,245)	15.8%
Part-time and Other Tuition	1,667,969	2,016,346	348,377	17.3%	2,771,413	3,577,908	806,494	22.5%	458,117	(5.3%)
Student Tuition Fees	24,366,546	37,747,413	13,380,867	35.4%	43,915,101	55,416,840	11,501,739	20.8%	(1,879,128)	14.7%
Contract Training	97,864	958,406	860,542	89.8%	551,512	1,207,398	655,886	54.3%	(204,656)	35.5%
College Ancillary Operations	134,804	257,750	122,946	47.7%	884,103	1,282,279	398,176	31.1%	275,231	16.6%
Fee for Service	600,873	1,468,051	867,178	59.1%	975,143	2,454,273	1,479,130	60.3%	611,952	(1.2%)
Fundraising	10,000	10,000	0	0.0%	14,800	10,600	(4,200)	(39.6%)	(4,200)	39.6%
Other Income	937,537	1,923,910	986,373	51.3%	3,734,589	5,583,698	1,849,110	33.1%	862,737	18.2%
Student Fees	3,183,271	5,581,627	2,398,356	43.0%	5,123,788	7,310,744	2,186,956	29.9%	(211,400)	13.1%
Total Other Income	4,866,485	9,241,338	4,374,853	47.3%	10,732,423	16,641,595	5,909,172	35.5%	1,534,319	11.8%
Amortization of Deferred Capital Contributions	2,891,432	4,385,812	1,494,380	34.1%	2,948,784	4,498,764	1,549,980	34.5%	55,600	(0.4%)
Total Operating Revenues	60,684,067	99,072,325	38,388,258	38.7%	86,119,174	123,292,499	37,173,326	30.2%	(1,214,933)	8.6%
Investments	646,415	646,415	0	0.0%	(10,285)	(10,161)	125	(1.2%)	125	1.2%
Service System Management	9,794,791	15,808,165	6,013,374	38.0%	0	156,183	156,183	100.0%	(5,857,191)	(62.0%)
Skills Programs	1,357,214	3,781,196	2,423,982	64.1%	2,211,235	3,354,028	1,142,793	34.1%	(1,281,189)	30.0%
Tuition Holdback Bursaries	1,313,874	1,903,909	590,035	31.0%	2,078,042	2,359,768	281,726	11.9%	(308,309)	19.1%
Ministry Bursaries	816,523	1,000,000	183,477	18.3%	458,005	466,966	8,961	1.9%	(174,516)	16.4%
Special Projects	3,901,567	5,167,012	1,265,445	24.5%	2,759,011	3,933,741	1,174,731	29.9%	(90,715)	(5.4%)
Facilities Renewal and Renovation Projects	8,000	592,141	584,141	98.6%	3,300	108,463	105,163	97.0%	(478,978)	1.7%
Ancillary Operations	440,424	1,155,852	715,428	61.9%	5,263,800	5,639,651	375,851	6.7%	(339,577)	55.2%
Total Revenue	\$ 78,962,874	\$ 129,127,015	\$ 50,164,141	38.8%	\$ 98,882,281	\$ 139,301,140	\$ 40,418,859	29.0%	\$ (9,745,282)	9.8%



SIR SANDFORD FLEMING COLLEGE  
Statement of Revenue and Expenditures - with prior year comparatives  
For the 8 months ending November 30, 2020

	Current Year			
	Actual To	Budget	Budget \$	Budget %
	30-Nov-20	31-Mar-2021	Remaining	Remaining
<b>Expenditures</b>				
<b>Salaries and Benefits</b>				
Academic, Full Time	\$ 14,724,917	\$ 23,322,823	\$ 8,597,906	36.9%
Administration, Full Time	5,944,244	9,862,869	3,918,625	39.7%
Support, Full Time	9,004,481	14,211,240	5,206,759	36.6%
<b>Salaries, Full Time</b>	<b>29,673,643</b>	<b>47,396,932</b>	<b>17,723,289</b>	<b>37.4%</b>
Academic, Part Time	5,911,137	10,391,517	4,480,380	43.1%
Other, Part Time	463,047	1,636,563	1,173,516	71.7%
<b>Salaries, Part Time</b>	<b>6,374,184</b>	<b>12,028,080</b>	<b>5,653,896</b>	<b>47.0%</b>
<b>Benefits</b>	<b>8,002,139</b>	<b>13,282,041</b>	<b>5,279,902</b>	<b>39.8%</b>
<b>Total Salaries and Benefits</b>	<b>44,049,966</b>	<b>72,707,053</b>	<b>28,657,087</b>	<b>39.4%</b>
<b>Non-Salary Expenses</b>				
Academic Delivery	198,318	1,279,223	1,080,905	84.5%
Academic Supports	2,848,818	3,370,467	521,649	15.5%
Staffing Development	82,150	606,346	524,196	86.5%
Business Travel, Accommodation & Hospitality	24,689	377,644	352,955	93.5%
Advertising	218,500	1,013,503	795,003	78.4%
Telephone, Audit, Legal & Insurance	943,822	1,301,168	357,346	27.5%
Equipment Maintenance	265,064	544,760	279,696	51.3%
Plant and Security	1,244,219	3,042,958	1,798,739	59.1%
Rentals and Taxes	586,077	879,960	293,883	33.4%
Utilities	1,202,789	2,506,931	1,304,142	52.0%
Contract Services Trent	(74,646)	2,683,186	2,757,832	102.8%
Finance and Banking	199,693	(983,292)	(1,182,985)	120.3%
International Payments	639,661	3,672,035	3,032,374	82.6%
Service Fees	1,815,565	4,513,780	2,698,215	59.8%
Long Term Debt Interest	99,166	162,500	63,334	39.0%
Amortization of Capital Assets	4,602,079	7,445,136	2,843,057	38.2%
<b>Total Non-Salary Expenses</b>	<b>14,895,963</b>	<b>32,416,305</b>	<b>17,520,342</b>	<b>54.0%</b>
<b>Total Operating Expenditures</b>	<b>58,945,929</b>	<b>105,123,358</b>	<b>46,177,429</b>	<b>43.9%</b>
Investments	795,551	3,004,281	2,208,730	73.5%
Service System Management	9,700,795	15,808,165	6,107,370	38.6%
Skills Programs	1,588,493	3,781,196	2,192,703	58.0%
Tuition Holdback Bursaries	1,149,845	1,903,909	754,064	39.6%
Ministry Bursaries	919,254	1,000,000	80,746	8.1%
Special Projects	1,689,746	5,167,459	3,477,713	67.3%
Facilities Renewal and Renovation Projects	28,878	0	(28,878)	
Ancillary Operations	1,887,261	4,350,558	2,463,297	56.6%
Net Asset Adjustment	0	0	0	
<b>Total Expenditures</b>	<b>\$ 76,705,751</b>	<b>\$ 140,138,926</b>	<b>\$ 63,433,175</b>	<b>45.3%</b>
<b>Net</b>	<b>\$ 2,257,123</b>	<b>\$ (11,011,911)</b>	<b>\$ (13,269,034)</b>	<b>120.5%</b>

Prior Year				Change Over Prior YTD	
Actual To	Actual	Prior YTD \$	Prior YTD %	\$	%
30-Nov-19	31-Mar-20	Remaining	Remaining		
\$ 14,303,515	\$ 22,031,008	7,727,493	35.1%	(870,413)	1.8%
5,551,813	9,946,555	4,394,742	44.2%	476,118	(4.5%)
10,348,377	15,970,069	5,621,692	35.2%	414,934	1.4%
<b>30,203,705</b>	<b>47,947,632</b>	<b>17,743,927</b>	<b>37.0%</b>	<b>20,638</b>	<b>0.4%</b>
8,351,970	15,163,329	6,811,359	44.9%	2,330,979	(1.8%)
1,952,637	3,332,200	1,379,563	41.4%	206,047	30.3%
<b>10,304,607</b>	<b>18,495,528</b>	<b>8,190,922</b>	<b>44.3%</b>	<b>2,537,026</b>	<b>2.7%</b>
8,472,179	13,851,769	5,379,590	38.8%	99,688	0.9%
<b>48,980,490</b>	<b>80,294,929</b>	<b>31,314,439</b>	<b>39.0%</b>	<b>2,657,352</b>	<b>0.4%</b>
1,274,318	2,388,465	1,114,147	46.6%	33,242	37.9%
3,326,769	3,544,325	217,556	6.1%	(304,093)	9.3%
282,872	552,632	269,760	48.8%	(254,436)	37.6%
758,720	1,279,889	521,169	40.7%	168,214	52.7%
681,635	1,392,913	711,277	51.1%	(83,725)	27.4%
787,862	1,213,133	425,271	35.1%	67,926	(7.6%)
395,566	569,912	174,346	30.6%	(105,350)	20.8%
1,707,074	3,599,258	1,892,184	52.6%	93,445	6.5%
710,424	848,104	137,680	16.2%	(156,203)	17.2%
1,644,555	2,888,110	1,243,555	43.1%	(60,586)	9.0%
90,856	2,640,092	2,549,236	96.6%	(208,596)	6.2%
214,342	(514,285)	(728,627)	141.7%	454,358	(21.4%)
2,336,197	6,538,635	4,202,438	64.3%	1,170,064	18.3%
2,741,379	5,775,991	3,034,613	52.5%	336,397	7.2%
69,861	121,794	51,932	42.6%	(11,402)	(3.7%)
<b>4,406,338</b>	<b>6,937,159</b>	<b>2,530,821</b>	<b>36.5%</b>	<b>(312,236)</b>	<b>1.7%</b>
<b>21,428,768</b>	<b>39,776,127</b>	<b>18,347,359</b>	<b>46.1%</b>	<b>827,018</b>	<b>7.9%</b>
<b>70,409,258</b>	<b>120,071,056</b>	<b>49,661,798</b>	<b>41.4%</b>	<b>3,484,369</b>	<b>2.6%</b>
680,406	1,324,607	644,200	48.6%	(1,564,530)	24.9%
0	156,183	156,183	100.0%	(5,951,187)	(61.4%)
1,870,666	3,356,922	1,486,256	44.3%	(706,446)	13.7%
1,351,358	2,359,768	1,008,410	42.7%	254,346	(3.1%)
350,376	466,966	116,590	25.0%	35,844	(16.9%)
1,702,718	3,924,829	2,222,111	56.6%	(1,255,602)	10.7%
138,583	108,463	(30,119)	(27.8%)	(1,241)	
3,194,398	5,447,578	2,253,180	41.4%	(210,118)	15.3%
0	(96,182)	(96,182)	100.0%	(96,182)	
<b>\$ 79,697,762</b>	<b>\$ 137,120,190</b>	<b>\$ 57,422,428</b>	<b>41.9%</b>	<b>\$ (6,010,747)</b>	<b>3.4%</b>
\$ 19,184,519	\$ 2,180,950	\$ (17,003,569)	(779.6%)	\$ (3,734,535)	900.1%

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures - Quarterly Reforecast**  
**For the 8 months ending November 30, 2020**

	Current Year					Fiscal Year Projection	Budget 31-Mar-21	Projected Variance
	Actual To 30-Nov-20	Q1 Actual	Q2 Actual	Q3 Estimate	Q4 Estimate			
<b>Revenue</b>								
<b>Grants and Reimbursements</b>	28,461,739	10,523,748	10,404,239	10,007,054	15,804,315	46,739,356	46,739,356	0
Tuition FT Spring	810,760	742,589	58,925	9,246	-3,902	806,858	806,858	0
Tuition FT Fall	5,981,953	3,002	5,672,144	306,807	47,167	6,029,120	6,029,120	0
Tuition FT Winter	934,880	936,874	-9,807	1,024,076	3,169,236	5,120,379	5,120,379	0
Domestic Full-time Tuition	7,727,594	1,682,465	5,721,262	1,340,129	3,212,501	11,956,357	11,956,357	0
Tuition International FT Spring	4,132,971	4,132,560	114	297	1,800	4,134,771	4,134,771	0
Tuition International FT Fall	9,069,691	-4,103	8,987,362	243,988		9,227,247	9,227,247	0
Tuition International FT Winter	1,768,321	1,760,124	12,188	3,584,334	5,056,046	10,412,692	10,412,692	0
International Full-time Tuition	14,970,983	5,888,581	8,999,664	3,828,619	5,057,846	23,774,710	23,774,710	0
Full-time Tuition	22,698,577	7,571,046	14,720,927	5,168,748	8,270,347	35,731,067	35,731,067	0
Part-time and Other Tuition	1,667,969	478,079	965,175	302,452	270,640	2,016,346	2,016,346	0
Student Tuition Fees	24,366,546	8,049,126	15,686,102	5,471,200	8,540,987	37,747,413	37,747,413	0
<b>Contract Training</b>	97,864	395	83,079	28,752	846,179	958,406	958,406	0
College Ancillary Operations	134,804	-7,338	57,038	123,300	84,750	257,750	257,750	0
Fee for Service	600,873	516,320	67,975	430,187	453,569	1,468,051	1,468,051	0
Fundraising	10,000	0	0	10,000	0	10,000	10,000	0
Other Income	937,537	147,182	536,543	696,885	543,300	1,923,910	1,923,910	0
Student Fees	3,183,271	581,034	2,410,124	828,828	1,761,640	5,581,627	5,581,627	0
Total Other Income	4,866,485	1,237,198	3,071,681	2,089,200	2,843,259	9,241,338	9,241,338	0
<b>Amortization of Deferred Capital Contributions</b>	2,891,432	0	2,168,574	1,079,534	1,137,704	4,385,812	4,385,812	0
<b>Total Operating Revenues</b>	60,684,067	19,810,467	31,413,675	18,675,739	29,172,444	99,072,325	99,072,325	0
<b>Investments</b>	646,415	646,415	0	0	0	646,415	646,415	0
<b>Service System Management</b>	9,794,791	4,104,033	3,687,534	3,946,323	4,070,275	15,808,165	15,808,165	0
<b>Skills Programs</b>	1,357,214	528,606	479,867	654,381	2,118,342	3,781,196	3,781,196	0
<b>Tuition Holdback Bursaries</b>	1,313,874	139,736	1,151,220	678,091	(65,139)	1,903,909	1,903,909	0
<b>Ministry Bursaries</b>	816,523	678,588	-157,165	442,650	35,927	1,000,000	1,000,000	0
<b>Special Projects</b>	3,901,567	540,068	2,187,542	1,760,935	678,467	5,167,012	5,167,012	0
<b>Facilities Renewal and Renovation Projects</b>	8,000	0	8,000	0	584,141	592,141	592,141	0
<b>Ancillary Operations</b>	440,424	229,684	192,847	367,678	365,643	1,155,852	1,155,852	0
<b>Total Revenue</b>	78,962,874	26,677,598	38,963,519	26,525,797	36,960,101	129,127,015	129,127,015	0

**SIR SANDFORD FLEMING COLLEGE****Statement of Revenue and Expenditures - Quarterly Reforecast****For the 8 months ending November 30, 2020**

	Current Year					Fiscal Year Projection	Budget 31-Mar-21	Projected Variance
	Actual To 30-Nov-20	Q1 Actual	Q2 Actual	Q3 Estimate	Q4 Estimate			
<b>Expenditures</b>								
<b>Salaries and Benefits</b>								
Academic, Full Time	14,724,917	5,003,596	6,128,557	5,528,771	6,661,899	23,322,823	23,322,823	0
Administration, Full Time	5,944,244	1,893,757	2,620,076	2,092,025	3,257,010	9,862,869	9,862,869	0
Support, Full Time	9,004,481	3,397,610	3,695,552	3,056,617	4,061,461	14,211,240	14,211,240	0
<b>Salaries, Full Time</b>	<b>29,673,643</b>	<b>10,294,963</b>	<b>12,444,186</b>	<b>10,677,413</b>	<b>13,980,369</b>	<b>47,396,932</b>	<b>47,396,932</b>	<b>0</b>
Academic, Part Time	5,911,137	1,609,258	2,160,392	3,212,231	3,409,636	10,391,517	10,391,517	0
Other, Part Time	463,047	242,505	79,019	503,569	811,471	1,636,563	1,636,563	0
<b>Salaries, Part Time</b>	<b>6,374,184</b>	<b>1,851,763</b>	<b>2,239,411</b>	<b>3,715,799</b>	<b>4,221,107</b>	<b>12,028,080</b>	<b>12,028,080</b>	<b>0</b>
<b>Benefits</b>	<b>8,002,139</b>	<b>3,150,978</b>	<b>3,044,106</b>	<b>3,151,516</b>	<b>3,935,441</b>	<b>13,282,041</b>	<b>13,282,041</b>	<b>0</b>
<b>Total Salaries and Benefits</b>	<b>44,049,966</b>	<b>15,297,704</b>	<b>17,727,703</b>	<b>17,544,728</b>	<b>22,136,917</b>	<b>72,707,053</b>	<b>72,707,053</b>	<b>0</b>
<b>Non-Salary Expenses</b>								
Academic Delivery	198,318	-14,594	67,939	217,458	1,008,419	1,279,223	1,279,223	0
Academic Supports	2,848,818	2,029,131	650,856	392,099	298,380	3,370,467	3,370,467	0
Staffing Development	82,150	-502	29,544	120,256	457,048	606,346	606,346	0
Business Travel, Accommodation & Hospitality	24,689	13,834	-1,325	182,395	182,740	377,644	377,644	0
Advertising	218,500	25,717	94,326	268,038	625,422	1,013,503	1,013,503	0
Telephone, Audit, Legal & Insurance	943,822	171,191	638,516	147,438	344,023	1,301,168	1,301,168	0
Equipment Maintenance	265,064	166,143	19,177	142,717	216,724	544,760	544,760	0
Plant and Security	1,244,219	232,011	334,310	1,016,847	1,459,790	3,042,958	3,042,958	0
Rentals and Taxes	586,077	77,873	498,806	77,874	225,408	879,960	879,960	0
Utilities	1,202,789	275,581	517,253	626,733	1,087,364	2,506,931	2,506,931	0
Contract Services Trent	-74,646	0	0		2,683,186	2,683,186	2,683,186	0
Finance and Banking	199,693	39,677	130,195	151,984	-1,305,148	-983,292	-983,292	0
International Payments	639,661	82,507	531,946	1,209,627	1,847,955	3,672,035	3,672,035	0
Service Fees	1,815,565	741,792	480,735	902,134	2,389,119	4,513,780	4,513,780	0
Long Term Debt Interest	99,166	36,611	39,966	44,632	41,292	162,500	162,500	0
Amortization of Capital Assets	4,602,079	1,725,780	1,725,780	1,741,621	2,251,956	7,445,136	7,445,136	0
<b>Total Non-Salary Expenses</b>	<b>14,895,963</b>	<b>5,602,750</b>	<b>5,758,024</b>	<b>7,241,853</b>	<b>13,813,679</b>	<b>32,416,305</b>	<b>32,416,305</b>	<b>0</b>
<b>Total Operating Expenditures</b>	<b>58,945,929</b>	<b>20,900,454</b>	<b>23,485,727</b>	<b>24,786,581</b>	<b>35,950,596</b>	<b>105,123,358</b>	<b>105,123,358</b>	<b>0</b>
<b>Investments</b>	<b>795,551</b>	<b>24,136</b>	<b>443,950</b>	<b>472,542</b>	<b>2,063,653</b>	<b>3,004,281</b>	<b>3,004,281</b>	<b>0</b>
<b>Service System Management</b>	<b>9,700,795</b>	<b>3,219,367</b>	<b>4,303,006</b>	<b>3,917,583</b>	<b>4,368,209</b>	<b>15,808,165</b>	<b>15,808,165</b>	<b>0</b>
<b>Skills Programs</b>	<b>1,588,493</b>	<b>528,606</b>	<b>663,959</b>	<b>654,381</b>	<b>1,934,250</b>	<b>3,781,196</b>	<b>3,781,196</b>	<b>0</b>
<b>Tuition Holdback Bursaries</b>	<b>1,149,845</b>	<b>139,736</b>	<b>554,067</b>	<b>678,091</b>	<b>532,014</b>	<b>1,903,909</b>	<b>1,903,909</b>	<b>0</b>
<b>Ministry Bursaries</b>	<b>919,254</b>	<b>678,588</b>	<b>29,199</b>	<b>211,467</b>	<b>80,746</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>
<b>Special Projects</b>	<b>1,718,624</b>	<b>540,068</b>	<b>628,979</b>	<b>824,366</b>	<b>3,174,047</b>	<b>5,167,459</b>	<b>5,167,459</b>	<b>0</b>
<b>Ancillary Operations</b>	<b>1,887,261</b>	<b>775,655</b>	<b>629,599</b>	<b>1,346,297</b>	<b>1,599,006</b>	<b>4,350,558</b>	<b>4,350,558</b>	<b>0</b>
<b>Total Expenditures</b>	<b>76,705,751</b>	<b>26,806,611</b>	<b>30,738,485</b>	<b>32,891,308</b>	<b>49,702,522</b>	<b>140,138,926</b>	<b>140,138,926</b>	<b>0</b>
<b>Net</b>	<b>2,257,123</b>	<b>-129,013</b>	<b>8,225,034</b>	<b>-6,365,511</b>	<b>-12,742,422</b>	<b>-11,011,911</b>	<b>-11,011,911</b>	<b>0</b>

<b>2020-2021 Capital Investment Plan &gt; \$50,000 Report</b>
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PROJECT NAME	BUSINESS NEED	College Base Capital	Enhanced College Capital Grants
<b>Building Construction/Renovations</b>			
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.	67,010	
Roof Replacements	Annual cycle roof replace repair.		375,000
Haliburton Residence	Survey and Design work on new Haliburton Residence buildings	93,000	50,000
Subtotal Projects > \$50, 000		410,010	425,000
Subtotal Projects < \$50, 000		42,057	
<b>Total Building Construction/Renovations</b>		<b>\$ 452,067</b>	<b>\$ 425,000</b>
<b>Network/IT Systems</b>			
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	
<b>Total Network/IT Systems</b>		<b>\$ 279,797</b>	
<b>Academic Equipment</b>			
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

<b>2020-2021 Capital Investment Plan &gt; \$50,000 Report</b>
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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 analyze 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	291,752
<b>Total Academic Equipment</b>		<b>\$ 660,422</b>	<b>\$ 588,481</b>
<b>Applied Research</b>			
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.		\$ 1,128,658
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.		331,217
<b>Total Applied Research</b>		<b>\$ 573,500</b>	<b>\$ 5,174,068</b>
<b>Total 2020-2021 Capital Investment Plan</b>		<b>\$ 1,965,786</b>	<b>\$ 6,187,549</b>

**Fleming College Financial Plan**  
**Revised Budget 2020-2021 as at November 30/2020**  
**Financial Sustainability Metrics (Indicators)**

		Projected Balance March 31/21	Projected Balance March 31/20	Change
<b>Ratios</b>	<b>Benchmarks</b>			
Annual Surplus/(Deficit) ( in millions of \$)	> \$ 0	\$ (11 )	\$ 2	\$ (13)
Accumulated Surplus/(Deficit) ( in millions of \$)	> \$ 0	\$ 24	\$ 35	-\$ 11
		<b>Pass</b>	<b>Pass</b>	
Quick Ratio	> 1:1	1.5	1.9	(0.4)
		<b>Pass</b>	<b>Pass</b>	
Debt to Assets Ratio	< 35.0 %	26.1%	26.5%	(0.4%)
		<b>Pass</b>	<b>Pass</b>	
Debt Servicing Ratio	< 3.0%	1.4%	1.1%	0.3%
		<b>Pass</b>	<b>Pass</b>	
Net Assets to Expense Ratio	> 60.0%	78.5%	88.3%	(9.8%)
		<b>Pass</b>	<b>Pass</b>	
Net Income to Revenue Ratio	> 1.5%	(8.5%)	1.6%	(10.1%)
		<b>Fail</b>	<b>Pass</b>	

Fleming College

# Fleming College Financial Plan Update 2020-2021

DRAFT January 2021

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## **I. Summary**

The College Financial Plan for 2020-2021 anticipates a deficit of \$11 million which will reduce College reserves/unrestricted net assets.

Total revenues in this Financial Plan are forecasted at \$129.1 million, a decrease of \$10.2 million (7%) from the 2019-2020 year-end actual results. This is somewhat misleading as operating revenues are down \$24 million because of reduced enrolment forecasts however revenues increased this year by \$15.8 million for the Ontario System Service Manager (SSM) contract. Most of this contract is transfer payment funding to employment service providers including Fleming Employment Services.

Including the addition of SSM, expenditures are planned at \$140.1 million, \$3.0 million (2.2%) greater than the 2019-2020 year- end actual results. Operating expenses have declined by \$15 million over the 2019-2020 actual results.

Capital Investment is budgeted at \$8.2 million with \$6.2 million projected to be funded by capital grants for a final Net Assets projection of \$31.2 million.

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

(\$ 000's)

	Update Budget 2020/2021	Year End Actual 2019/2020	\$ Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>				
Grants & Reimbursements	\$ 46,739	\$ 45,528	\$ 1,211	2.7%
Student Tuition Fees	37,748	55,417	(17,669)	(31.9%)
Contract Training	958	1,207	(249)	(20.7%)
Other Income	9,241	16,642	(7,401)	(44.5%)
Amortization	4,386	4,499	(113)	(2.5%)
Skills, Bursaries, Ancillary & Projects	30,055	16,009	14,046	87.7%
Revenue	<u>129,127</u>	<u>139,301</u>	<u>(10,174)</u>	<u>(7.3%)</u>
<b>Operating Expenses</b>	97,678	113,134	(15,456)	(13.7%)
Amortization Expense	7,445	6,937	508	7.3%
Skills, Bursaries, Ancillary & Projects	35,016	17,046	17,970	105.4%
Expenses	<u>\$ 140,139</u>	<u>\$ 137,117</u>	<u>3,022</u>	<u>2.2%</u>
Excess of Revenue over Expenditures	<u>\$ (11,012)</u>	<u>\$ 2,184</u>	<u>(13,196)</u>	<u>(604.2%)</u>

	Projected Balance Mar 31/21	Year End Balance Mar 31/20	\$ Increase (Decrease)	% Increase (Decrease)
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**NET ASSETS**

**Invested in Capital Assets**

As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	<u>20,418</u>	<u>21,264</u>	<u>\$ (846)</u>	
Total Invested in Capital Assets	<u>22,835</u>	<u>23,681</u>	<u>(846)</u>	<u>(3.6%)</u>

**Unrestricted**

Operating (Board Reserves)	9,780	19,946	(10,166)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	<u>(9,112)</u>	<u>(9,112)</u>	<u>-</u>	
Total Unrestricted	<u>668</u>	<u>10,834</u>	<u>(10,166)</u>	<u>(93.8%)</u>

**Internally Restricted**

Subtotal Net Assets	<u>1,070</u>	<u>1,070</u>	<u>-</u>	
	<u>24,573</u>	<u>35,585</u>	<u>(11,012)</u>	<u>(30.9%)</u>

**Externally restricted**

Accumulated remeasurement gain	<u>6,712</u>	<u>6,712</u>	<u>-</u>	
TOTAL NET ASSETS	<u>\$ 31,196</u>	<u>\$ 42,208</u>	<u>\$ (11,012)</u>	<u>(26.1%)</u>

## II. Revenue

College revenues are forecasted at \$129.1 million, a decrease of \$10.2 million (7%) 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 \$15.8 million which skews the comparative results.

Without this SSM revenue, budgeted operating revenues have dropped by \$26 million year over year.

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**Update Budget - 2020/2021**

	Update Budget 2020-2021	Prior Year Actual March 31, 2020	Change from Prior Year Actual \$	Change from Prior Year Actual %
<b>Revenue</b>				
<b>Grants and Reimbursements</b>	<b>\$ 46,739,356</b>	<b>\$ 45,527,902</b>	<b>\$ 1,211,454</b>	<b>3%</b>
Full-time Tuition	\$ 35,731,067	\$ 51,838,932	\$ (16,107,865)	(31%)
Part-time Tuition	\$ 2,016,346	\$ 3,577,908	\$ (1,561,562)	(44%)
<b>Student Tuition Fees</b>	<b>\$ 37,747,413</b>	<b>\$ 55,416,840</b>	<b>\$ (17,669,427)</b>	<b>(32%)</b>
<b>Contract Training</b>	<b>\$ 958,406</b>	<b>\$ 1,207,398</b>	<b>\$ (248,992)</b>	<b>(21%)</b>
<b>Total Other Income</b>	<b>\$ 9,241,338</b>	<b>\$ 16,641,595</b>	<b>\$ (7,400,257)</b>	<b>(44%)</b>
<b>Amortization of Deferred Capital Contributions</b>	<b>\$ 4,385,812</b>	<b>\$ 4,498,764</b>	<b>\$ (112,952)</b>	<b>(3%)</b>
<b>Total Operating Revenues</b>	<b>\$ 99,072,325</b>	<b>\$ 123,292,499</b>	<b>\$ (24,220,174)</b>	<b>(20%)</b>
<b>Service System Manager</b>	<b>\$ 15,808,165</b>	<b>\$ 156,183</b>	<b>\$ 15,651,982</b>	<b>n/a</b>
<b>Skills Programs</b>	<b>\$ 3,781,196</b>	<b>\$ 3,354,028</b>	<b>\$ 427,168</b>	<b>13%</b>
<b>Tuition Holdback Bursaries</b>	<b>\$ 1,903,909</b>	<b>\$ 2,359,768</b>	<b>\$ (455,859)</b>	<b>(19%)</b>
<b>Ministry Bursaries</b>	<b>\$ 1,000,000</b>	<b>\$ 466,966</b>	<b>\$ 533,034</b>	<b>114%</b>
<b>Special Projects</b>	<b>\$ 5,167,012</b>	<b>\$ 3,933,741</b>	<b>\$ 1,233,271</b>	<b>31%</b>
<b>Facilities/Equipment Renewal</b>	<b>\$ 1,238,556</b>	<b>\$ 98,302</b>	<b>\$ 1,140,254</b>	<b>1160%</b>
<b>Ancillary Operations</b>	<b>\$ 1,155,852</b>	<b>\$ 5,639,651</b>	<b>\$ (4,483,799)</b>	<b>(80%)</b>
<b>Total Revenue</b>	<b>\$ 129,127,015</b>	<b>\$ 139,301,140</b>	<b>\$ (10,174,125)</b>	<b>(7%)</b>

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	<b>\$34,987</b>	<b>\$33,862</b>	<b>\$ 1,125</b>
BScN Grant	4,248	4,014	234
Small Northern & Rural Grant	3,969	3,969	-
Second Career Grant	400	388	12
Apprentice Grants	1,356	1,486	(130)
Special Needs Grants	671	721	(50)
Municipal Tax Credit	237	362	(125)
Rental Grants	230	218	12
Medical & Clinical Grant	508	380	128
Misc. Recoveries	133	128	5
<b>Grants and Reimbursements</b>	<b>\$46,739</b>	<b>\$45,528</b>	<b>\$1,211</b>

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 expected to be \$37.7 million, down \$17.7 million (32%) 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 \$7.4 M (44%) 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 has added \$15.8 M 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 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 \$140.1 million, an increase of \$3.0 million (2.2%) from the 2019-2020 year-end actual results. As noted earlier, \$15.8 million of this years' expenditures are new and relate to the Provincial System Service Manager contract.

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**Update Budget - 2020/2021**

	<b>Update Budget 2020-2021</b>	<b>Prior Year Actual March 31, 2020</b>	<b>Change from Prior Year Actual \$</b>	<b>Change from Prior Year Actual %</b>
<b>Expenditures</b>				
<b>Salaries and Benefits</b>				
<b>Salaries, Full Time</b>	\$ 47,396,932	\$ 47,947,632	\$ (550,700)	(1%)
<b>Salaries, Part Time</b>	\$ 12,028,080	\$ 18,495,528	\$ (6,467,448)	(35%)
<b>Total Salaries</b>	<b>\$ 59,425,012</b>	<b>\$ 66,443,160</b>	<b>\$ (7,018,148)</b>	<b>(11%)</b>
<b>Benefits</b>	<b>\$ 13,282,041</b>	<b>\$ 13,851,769</b>	<b>\$ (569,728)</b>	<b>(4%)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 72,707,053</b>	<b>\$ 80,294,929</b>	<b>\$ (7,587,876)</b>	<b>(9%)</b>
<b>Non-Salary Expenses</b>				
<b>Academic Delivery</b>	\$ 1,279,223	\$ 2,388,465	\$ (1,109,242)	(46%)
<b>Academic Supports</b>	\$ 3,370,467	\$ 3,600,825	\$ (230,358)	(6%)
<b>Staffing Development</b>	\$ 606,346	\$ 552,632	\$ 53,714	10%
<b>Business Travel, Accommodation &amp; Advertising</b>	\$ 377,644	\$ 1,279,889	\$ (902,245)	(70%)
<b>Telephone, Audit, Legal &amp; Insurance</b>	\$ 1,013,503	\$ 1,392,913	\$ (379,410)	(27%)
<b>Equipment Maintenance</b>	\$ 1,301,168	\$ 1,247,737	\$ 53,431	4%
<b>Plant and Security Contracts</b>	\$ 544,760	\$ 569,912	\$ (25,152)	(4%)
<b>Rentals and Taxes</b>	\$ 3,042,958	\$ 3,599,258	\$ (556,300)	(15%)
<b>Utilities</b>	\$ 879,960	\$ 848,104	\$ 31,856	4%
<b>Contract Services Trent</b>	\$ 2,506,931	\$ 2,888,110	\$ (381,179)	(13%)
<b>International Payments</b>	\$ 2,683,186	\$ 2,640,092	\$ 43,094	2%
<b>Finance and Banking</b>	\$ 3,672,035	\$ 6,447,531	\$ (2,775,496)	(43%)
<b>Other Service Fees</b>	\$ (983,292)	\$ (514,285)	\$ (469,007)	91%
<b>Long Term Debt Interest</b>	\$ 4,513,780	\$ 5,775,991	\$ (1,262,211)	(22%)
<b>Amortization of Capital Assets</b>	\$ 162,500	\$ 121,794	\$ 40,706	33%
<b>Total Non-Salary Expenses</b>	<b>\$ 7,445,136</b>	<b>\$ 6,937,159</b>	<b>\$ 507,977</b>	<b>7%</b>
<b>Total Operating Expenditures</b>	<b>\$ 32,416,305</b>	<b>\$ 39,776,127</b>	<b>\$ (7,359,822)</b>	<b>(19%)</b>
<b>Investments</b>	\$ 105,123,358	\$ 120,071,056	\$ (14,947,698)	(12%)
<b>Service System Management</b>	\$ 3,004,281	\$ 1,433,070	\$ 1,571,211	110%
<b>Skills Programs</b>	\$ 15,808,165	\$ 156,183	\$ 15,651,982	n/a
<b>Tuition Holdback Bursaries</b>	\$ 3,781,196	\$ 3,356,923	\$ 424,273	13%
<b>Ministry Bursaries</b>	\$ 1,903,909	\$ 2,359,768	\$ (455,858)	(19%)
<b>Special Projects</b>	\$ 1,000,000	\$ 466,966	\$ 533,034	114%
<b>Ancillary Operations</b>	\$ 5,167,459	\$ 3,924,829	\$ 1,242,630	32%
<b>Net Asset Adjustment</b>	\$ 4,350,558	\$ 5,447,578	\$ (1,097,020)	(20%)
<b>Total Expenditures</b>	<b>\$ 140,138,926</b>	<b>\$ 137,120,190</b>	<b>\$ 3,018,736</b>	<b>2%</b>

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 0.5 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 \$1.1 million (46%) considering reduced activity and a reduction in planned student enrolments.

## **4. Business Travel, Accommodation & Hospitality**

Overall, the travel budgets are planned to decrease by \$902,245 (70%) as a result of a reduction in face to face meetings due to the pandemic and restrictions on out of country and international recruitment travel.

## **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 \$379,410 (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. 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 \$2.7 million (43%).

## **8. 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 \$1.2 million (22%)

## **9. 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 \$3 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 \$1.5 million includes \$1.4 million funded through facility renewal and equipment grants with \$100 K in discretionary projects required to replace obsolete equipment in the classroom.



## IV. Capital

Capital spending in 2020-2021 is budgeted at \$8.2 million of which \$6.2 million is funded from various grant sources. The balance of \$2.0 million is capital funded from the College for assets deemed critical for ongoing operations.

Capital budgeted for 2020-2021 is summarized below:

	<b>College Funded</b>	<b>Grant Funded</b>	<b>Total Capital</b>
Building Construction/Renovation	\$452,067	\$425,000	\$877,067
Network/IT Systems	\$279,797	n/a	\$279,797
Academic Equipment	\$660,422	\$588,481	\$1,248,903
Applied Research	\$573,500	\$5,174,068	\$5,747,568
Total	\$1,965,786	\$6,187,549	\$8,153,335

## **PRESIDENT'S REPORT**

January 2021 - Public Board Meeting

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The following is a summary of key updates of the President to the Board of Governors since the November 2020 Board meeting.

### **College System Update**

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College Presidents continue to meet on a regular basis. The provincial lockdown caused concerns and confusion regarding class sizes, in the early stage. However, Fleming has been able to proceed as planned prior to Christmas and is also planning for any eventuality. International enrolment continues to have an adverse impact across the college system and Fleming is not an exception. Winter enrolment will be further impacted. The negative financial impact is being reviewed on an ongoing basis.

The SMA3's of all colleges have been posted on the Ontario government's website. There will be a presentation during the Board meeting regarding Fleming's results for 2019/2020. Although funding has been frozen for the ensuing two-year period, actual results are tracked and submitted to the Ministry of Colleges and Universities.

### **Government Relations**

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The President met with the local MPP Dave Smith, as part of a budget consultation process. Areas of focus were financial projections for the future based on the current trajectory of the impact of the pandemic. Other areas of focus included the need for infrastructure dollars, increased per diems for the trades program, further support for applied research, and red tape reduction.

The Minister of Colleges and Universities attends many of the Presidents' meetings. His focus continues to be micro-credentials and more digital program delivery. There has been no mention of financial support to the college system in Ontario. Given the need for Presidents to focus on recovery, his attendance has been less frequent.

### **Fleming Strategy**

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Fleming continues to meet the goals of the strategic plan, irrespective of the pandemic disruption. The Executive Committee reviewed the accomplishments of 2019/20 in November of 2020. The Executive has reviewed the objectives of the the President for 2020/2021 on January 21, 2021. They align with the the strategic plan and the Board objectives for the same period.

An additional goal includes the development of a final recovery plan from the pandemic, and will be provided to the Board in March 2021 once the impact of the winter session and enrolment are better known. A draft will be discussed in the in-camera to enable the Board to provide advice and direction for the final plan. Fleming continues to pursue possible opportunities for private career college partnerships in an effort to diversify and generate additional revenue. A recommendation for Board review is planned for March 2021.

Fleming has secured a local legal firm (LLF), to develop an MOU with the municipality of Dysart to pursue the gift of land that Dysart is providing to the college. This is expected to be ready for Board approval by no later than March, 2021.

### **Fleming Operations**

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Planning for all possible scenarios of the pandemic trajectory and impact on in-person learning continues. At this time, it is expected that the current plans and operational approach to in-person

learning will continue to June 2021. However, should the college be required to close once again in the coming days, Fleming is prepared to pivot.

Employment services delivered by Fleming College were unable to meet desired employment targets that pre-dated the pandemic. This is consistent with other providers across the system.

## **In Our Community**

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Many of these events are highlighted on [social media](#) (my Twitter feed is @Fleming\_Pres) but highlights include:

### **Virtual Events:**

Town Hall Meeting for all staff – Tuesday, Dec. 1, 2020

- All staff invited to a virtual Town Hall with President Maureen Adamson and members from the Senior Management Team. President Adamson provided an academic update and information on the Fleming Safe Plan.

Town Hall Meetings for Leaders – Wednesday, Dec. 16, 2020 and Tuesday, Jan. 12, 2021

- Introduced regular Town Hall meetings for Leaders. Includes President Maureen Adamson and members from the Senior Management Team. The Town Hall meetings for Leaders are designed to support Fleming's leaders and their respective teams as we move further through the COVID-19 pandemic in pursuit of our key objectives.

## **Social Media Highlights:**

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### **November 27, 2020**

Thank you Dan & Katherine for your commitment to the @flemingcollege Board of Governors. I look forward to working with Fred, Paul & Don in their new roles on the Board as we continue to make Fleming a welcoming place for all in the safest manner possible.

Thank you @LesleyParnell! @FlemingCollege's commitment to our community has never been more important and we are proud to do our part. I nominate Carol Rodd and the incredible staff at St. Joseph's at Fleming. #FlemingSafe #InThisTogether #community #ptbo

I would also like to nominate Leo Groarke and @TrentUniversity as an "Angel Among Us" for opening their residence rooms to frontline healthcare workers and supporting their community through these unprecedented times. @LesleyParnell #StrongerTogether #ptbo

### **December 1, 2020**

Thank you @MaryamMonsef, we applaud the government's continued leadership and support of student success. @FlemingCollege

Thank you to all @flemingcollege faculty & staff for joining today's Virtual Town Hall. I am proud to say that Fleming has one of the most rigorous safety protocols in place & that is because of your hard work & dedication. Thank you for keeping safety top of mind. #FlemingSafe

### **December 2, 2020**

The learning continues at Fleming's #FrostCampus, with environments designed to keep you safe and engaged. These Urban Forestry students explored the outdoors as part of their Dendrology course, learning how to identify various tree species. #FlemingSafe

**December 3, 2020**

To mark International Day of Persons with Disabilities, we recognize the importance of coming together, supporting one another, and creating a barrier-free world that provides equal opportunity for all. #FutureIsAccessible #IDPD2020

**December 5, 2020**

@FlemingCollege remains a welcoming and safe place for all. See my op-ed: <https://www.thepeterboroughexaminer.com/opinion/contributors/2020/12/03/fleming-college-recovering-from-covid-19-together.html>

**December 10, 2020**

We are honoured to partner with @KenjgewinTegEd and look forward to our work together, making positive change in healthcare. @FlemingCollege

**December 11, 2020**

We've persevered through the unexpected events of 2020. @flemingcollege is proud to present #WonderfulWorld, in collaboration with local artists. This is for students & staff, frontline workers & local heroes who are beacons of light when we need it most.

**December 15, 2020**

Applied research is growing at Fleming. Very proud of the @FlemingCollege team for their continued commitment to research and innovative solutions. @R\_Infosource

**December 16, 2020**

Thank you @Ptbohealth for your leadership and unwavering commitment to our health and safety. @FlemingCollege #FlemingSafe #community #ptbo

**December 18, 2020**

Fleming College is seeking the community's support for a fundraising campaign in support of students completing healthcare programs such as practical nursing, personal support worker and paramedics.

Sending virtual greetings and holiday cheer from the Senior Management Team at Fleming College! @FlemingCollege #FlemingSafe

**December 19, 2020**

Thank you @kensteele for ranking @flemingcollege's #WonderfulWorld holiday video #2! We are fortunate to work with such talented local musicians and grace a list of incredible #cdnPSE cheer! #TenWithKen @GregKeelor @MelissaPayneM @KateSuhr

**December 24, 2020**

It has been a year of many "firsts" for the @FlemingCollege community. Thank you to our partners, businesses and leaders - we are poised for a wonderful 2021. Read my latest op-ed in the @PtboExaminer

<https://www.thepeterboroughexaminer.com/opinion/columnists/2020/12/23/peterborough-guest-column-a-christmas-thank-you-from-fleming.html>

Celebrate the season of light with @flemingcollege! We invite you and your bubble to experience a socially distanced drive-by light spectacular at our Sutherland Campus over the holidays. Tag #FlemingSeasonOfLight with your photos!

**December 25, 2020**

Merry Christmas and happy holidays from all of us at @FlemingCollege

**December 29, 2020**

Leaders inspire actions toward common goals. We inspire our students to follow safety protocols in the fight against COVID-19. Our Minister of Finance is breaking his own rules to vacation abroad during lockdown. Students expect more. Disappointing. @fordnation @DaveSmithPtbo

**December 31, 2020**

The death of Cathy Fooks is a loss to all Ontarians. My heart sinks for all who knew her. @MichenerInst @UHN @ONlongtermcare

**January 2, 2021**

Among his many accomplishments, Dr. Symons was instrumental in the founding of Fleming College. A great leader in post-secondary education, he leaves behind an exceptional legacy. My condolences to his family and friends.

**January 5, 2021**

Reimagine your future! Register for your 1:1 advising session and discover which Fleming College program is best for you. These 30-minute sessions are an opportunity to connect with us and get all your questions answered. #FlemingSafe

**January 7, 2021**

Our hearts go out to the many American people who were sadly impacted by the actions of the terrorists on Capitol Hill yesterday

**January 8, 2021**

We acknowledge with sadness the anniversary of Ukraine International Flight 752, and mourn for all lost and affected by the tragedy, including Dr. Razgar Rahimi and his family. @FlemingCollege

Congratulations to Steve Guthrie on your retirement. It was great working with you, thank you for all you've done for @flemingcollege and the Peterborough community. @CHEXNewswatch @skunkrancher

**January 11, 2021**

Fleming's Continuing Education adds new courses, certificates, and specializations @FlemingCollege #CdnPSE #HigherEd | Read More: <http://ow.ly/tctN50D3TTc>

**January 14, 2021**

We are proud to partner with @TrentUniversity for the first-ever joint virtual career expo for students and new grads! Register for a session today! <https://flemingcollegecareerservices.ca>

**January 16, 2021**

You anti-maskers have no place in the Fleming community. Why would you want to hurt your friends and family. @MayorPtbo @fordnation @Ptbohealth @MaryamMonsef @DaveSmithPtbo #StayHomeSaveLives #COVID19 #StopTheSpread

**Fleming in the News**

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**Partnership with Kenjegin Teg to offer Practical Nursing program on Manitoulin Island**

- [PTBOCanada](#) – Dec. 10, 2020
- [Education News Canada](#) – Dec. 11, 2020

- [Toronto Star](#) – Dec. 11, 2020
- [Welland Tribute](#) – Dec. 11, 2020
- [MyKawartha](#) – Dec. 11, 2020
- [Yahoo! News](#) – Dec. 11, 2020
- [Nation Talk](#) – Dec. 11, 2020
- [Academica](#) – Dec. 14, 2020
- [Academica Indigenous](#) – Dec. 16, 2020
- [Anishinabek News](#) – Dec. 19, 2020

#### **#WonderfulWorld holiday music video**

- [CTV National News](#) (at timecode 22:10) – Dec. 11, 2020
- [kawarthaNOW](#) – Dec. 11, 2020
- [MyKawartha](#) – Dec. 11, 2020
- [PTBOToday](#) – Dec. 11, 2020
- [PTBOCanada](#) – Dec. 11, 2020
- [Peterborough Examiner](#) – Dec. 11, 2020
- [Education News Canada](#) – Dec. 14, 2020
- [Global News](#) – Dec. 17, 2020
- [Eduvation](#) – Dec. 18, 2020
- [Peterborough Examiner Op-Ed](#) – Dec. 23, 2020
- [PTBOCanada Top Articles of 2020](#) – Dec. 26, 2020
- [kawarthaNOW Top Stories of 2020](#) – Dec. 29, 2020

#### **Healthcare Heroes fundraising campaign**

- [Peterborough Examiner](#) – Dec. 14, 2020
- [Education News Canada](#) – Dec. 15, 2020
- [MyKawartha](#) – Dec. 17, 2020

#### **Fleming ranks 23<sup>rd</sup> on Canada's Top Research Colleges list**

- [Education News Canada](#) – Dec. 16, 2020

#### **Continuing Education winter promo**

- [Academica](#) – Jan. 11, 2021