

**BOARD OF GOVERNORS
PUBLIC MEETING**

Wednesday, April 30, 2014

2:30 p.m.

**Scholfield Boardroom, Brealey Room #5920
Peterborough, ON**

2010-2015 Strategic Priorities

1. Achieving Excellence in Student Learning
2. Providing Superior Services and Facilities
3. Leading in Sustainability
4. Growing with Positive Results
5. Building Community Success
6. Developing the Fleming Working Environment

Highlighted item(s) are flagged as a generative discussion opportunity.

Est. Time	Item and Action	PDF Page
	1. Call to Order	
	2. Welcome and Introduction of Guests	
	<u>Incoming Governor</u> : Mike Perry, a resident of Little Britain and the Executive Director of the City of Kawartha Lakes Family Health Team, has been appointed by the Lieutenant Governor in Council as a member of the Board of Governors of Sir Sandford Fleming College.	
	3. Approval of Agenda	<i>Pgs 1-2</i>
	4. Conflict of Interest Declaration	
	5. Unanimous Consent Agenda	
	<i>The following items/recommendations have been identified as the consent agenda for the public meeting of the Board; Governors are encouraged to call the President/Board Chair/Board Secretary in advance of the meeting if there are questions about a listed consent agenda item.</i>	
	ITEMS: (enclosed)	<i>Pgs 3-21</i>
	5.1 minutes of the March 26, 2014 public meeting of the Board of Governors	
	5.2 Activities of the Board Committees for the month of April 2014	
	5.3 Updated 2013-2014 Program Advisory Committee Meeting Schedule and Meeting Summaries	
	5.4 Correspondence for the months of March and April 2014	
	<i>To approve the minutes and receive the listed items.</i>	
10 min	6. Board Education	<i>Pgs 22-26</i>
	<i>Key Performance Indicators (KPIs) are measured annually at all of Ontario's 24 colleges and include Student, Graduate and Employer Satisfaction as well as Graduation and Employment rates. The provincial results were released on April 15; the 2013 survey data is available on the Colleges Ontario website and is attached, for information. Staff will provide Governors with an overview of Fleming's results.</i>	
10 min	7. Reports	
	7.1 <u>College Activity</u>	<i>To be emailed / posted</i>
	7.2 <u>From the Board Chair</u>	<i>To be emailed / posted</i>
	7.3 <u>From the President</u>	<i>To be emailed / posted</i>

7.4 From the Liaison Governors

- President's Advisory Council – meeting April 24, 2014
- Aboriginal Education Council – no meeting

7.5 "Connecting with Our Communities"

7.6 Report from the In-Camera Meeting

10 min **8. Business Arising from Previous Meetings**

8.1 KTTC Construction Project Update (enclosed)

Pgs 27-28

For information

30 min **9. New Business**

9.1 Peterborough Sport and Wellness Centre Additional Capital Reserve Spending
(enclosed)

Pgs 29-30

To approve an additional transfer of \$100,000 from the Centre's Capital Reserve to renovate the Men's and Women's change rooms at the Centre

9.2 Fleming College Financial Plan 2014-2015 (enclosed)

Pgs 31-44

To approve the Fleming College Financial Plan 2014-2015 including adjustments to the internal restricted reserve

9.3 Fleming College Business Plan 2014-2015 (enclosed)

Pgs 45-61

To approve the Fleming College Business Plan 2014-2015

10. Other Business (includes items removed from the Consent Agenda)

11. Adjournment approx. 3:30 p.m.

UNANIMOUS CONSENT AGENDA

THAT the Board of Governors of Sir Sandford Fleming College, *by unanimous consent*,
approve

5.1 the minutes of the March 26, 2014 public meeting of the Board of Governors;

and receive, for information, the

5.2 Report on the Activities of the Board Committees for the month of April 2014;

5.3 Updated 2013-2014 Program Advisory Committee Meeting Schedule and the
Summaries of the Aquaculture (February 4, 2014) and Resources Drilling and Blasting
(February 20) Program Advisory Committee meetings;

5.4 Correspondence for the months of March and April 2014;

as circulated.

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (Open Session) Meeting
Wednesday, March 26, 2014
Frost Campus Boardroom, Room #252
Lindsay, ON

Draft Until Approved

MINUTES

Present: Mr. Astell, Mr. Degeer (via telephone), Ms. Kerrigan, Ms. Kloosterman, Mr. Krajcar, Mr. McLean, Ms. Ross, Ms. Shill, Mr. Stanford, Ms. Sutcliffe-Geens, Ms. Watson, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Dr. Dockstator, Ms. Merrett, Mr. Andrews.

Senior Administration: Dr. Angel, Ms. Crook, Ms. Limkilde, Ms. Pawley-Boyd, Mr. Van Parys.

Guests: *Item 6* – Ms. Angie Sims, Director of Budget Services.

Item 9.1 – Mr. Larry Hope, Director of Education – Trillium Lakelands District School Board.

Staff: Ms. Laura Copeland, College Communications.

1. Call to Order

Governor McLean called the meeting to order at 4:44 p.m.

2. Introductions

The Chair extended a warm welcome to the guests and staff attending the meeting; regrets were noted.

3. Agenda

To accommodate the two guest presenters, there was agreement to adjust the agenda to allow Agenda Items 9.1 and 6 to follow the Consent Agenda.

BoG March 26-2014 #1

Moved and Seconded by Ms. Shill and Mr. Krajcar

THAT the agenda be approved, as circulated.

Carried

4. Conflict of Interest Declaration

Governors were invited to declare conflict of interest with respect to the agenda. Governor Krajcar identified he was a member of the Student Administrative Council during negotiation of the protocol agreements (Items 9.3 and 9.4).

5. UNANIMOUS CONSENT AGENDA

Governors were requested to identify those items to be removed from the Unanimous Consent Agenda and placed on the regular public meeting agenda; none were identified.

BoG March26-2014 #2

Moved and Seconded by Mr. Krajcar and Ms. Kerrigan

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the March 26, 2014 meeting and the minutes of the

- **February 26, 2014 public meeting of the Board of Governors; and**

receive, for information, the

- **Report on the Activities of the Board Committees for the month of March 2014;**
- **updated Schedule of Program Advisory Committee meetings and the Summaries of the *Earth Resources* (January 23, 2014) and the *Pre-Service Fire-fighter Education and Training* (February 19) Program Advisory Committee meetings; and**
- **Correspondence for the months of February and March 2014**

as circulated.

Carried

6. Board Education: Budget Responsibilities and Objectives

The February 26 session focused on how the budget process unfolds at the College. Governors must generally be informed about an issue before making a decision relating to it, needing to know about significant events and changing trends, their potential financial implications, and management's proposed response. Ms. Sims led the Governors in a game of *Budget Jeopardy*, using reality-based scenarios to illustrate how aging IT infrastructure, missing enrolment targets or climbing utility bills can greatly impact budget planning. Members agreed that in addition to reviewing historical actions and staff analysis, multi-year planning and building a reserve fund would be appropriate measures to help mitigate risk.

7. Reports

7.1 The College Activity Report was received, for information.

7.2 The Board Chair's Report was received, for information.

7.3 The President's Report was received, for information.

7.4 Two of the scheduled meetings of the President's Advisory Council are held in a debate format; the focus of the March 20, 2014 "open forum" was on use of mobile technology in classrooms. In keeping with the Board's oversight responsibility, a meeting summary will be provided in the Board agenda package with minutes available in the Correspondence Binder, similar to the process in place for the Program Advisory Committee reporting.

7.5 "Connecting with Our Communities": At each meeting, Governors are offered an around-the-table opportunity to comment on events attended in their community including those sponsored by and/or hosted at the College. Members commented on the opportunity to serve on the 2014 Employee Awards Selection Committee, the Clara Hughes dinner event hosted at the Sutherland Campus, and the "locally grown" movement among food providers.

7.6 Report from the In-Camera Meeting: The Board approved two protocol agreements between the College and the Student Governments and directed that the Advancement Committee meeting scheduled for April 9 be rescheduled to June 16, 2014.

8. Business Arising from Previous Meetings

8.1 The KTTC Construction Project Update report was received, for information.

8.2 Fleming College Strategic Mandate Agreement 2014 - 2017: The Strategic Mandate Agreement (SMA) is an agreement between the Ministry of Training, Colleges and Universities and the College on Fleming's role in the postsecondary education system. It identifies Fleming's strengths, supports the vision, mission and mandate of Fleming, and outlines how Fleming's

priorities align with the priorities outlined in the Ministry's Differentiation Policy Framework. Although the College had incorporated a number of additional components in its submission (e.g. explanatory details on partnerships, reference material on enrolment growth and financial sustainability, two signatories), the agreement was adjusted to fit the Ministry's template; the College will be able to customize it into a promotionally-oriented document for internal use. The College continues to negotiate and remains confident a final agreement will be ready for signing by the deadline.

BoG March26-2014 #3

Moved and Seconded by Mr. Astell and Mr. Krajcar

THAT the Board of Governors of Sir Sandford Fleming College receive the President's update on negotiations with the Ministry with respect to the Strategic Mandate Agreement 2014-2017 and once satisfactorily concluded, authorize the President to sign the Agreement on behalf of the College and the Chair to sign the Agreement on behalf of the Board.

Carried

It was reiterated that the Board would be notified if major changes were made to the final agreement. Members indicated a desire to provide the Ministry with a strongly-worded statement in support of the President's negotiations around some of Fleming's SMA components, particularly as the Board has been included in development of the SMA from the beginning.

BoG March26-2014 #4

Moved and Seconded by Mr. Stanford and Mr. Astell

THAT given the spirit of individuality and high achievement embodied by the entire Fleming organization, the Board of Governors of Sir Sandford Fleming College resolves to support the President in his efforts to shape the Strategic Mandate Agreement in a way that strengthens its statement of our strengths, opportunities and differentiation.

Carried

9. New Business

9.1 Partnership Update: Trillium Lakelands District School Board (TLDSB) – Over the years, the College has developed relationships with the three Boards of Education in our area. Through the Student Success initiative, secondary schools in Ontario offer expanded programs to help meet the individual learning styles and interests of students. The Chair welcomed the Board's Director of Education, Larry Hope, to the meeting.

Mr. Hope provided an update on partnerships, with a particular focus on the dual credit program. Dual credits allow students in high school to take postsecondary credits that count toward a diploma or certificate. The TLDSB occupy a large number of seats in the dual credit program and this year, there are approximately a dozen dual credit opportunities available to TLDSB students; almost all students who start the program, finish their credits. A number of at-risk students are taking dual credits through the Alternative Education Centre.

The TLDSB is experiencing challenges as fewer students enter the system; the school board is facing a steady enrolment decline of 2 to 5% per year. Also, there are a number of rural schools that are geographically isolated and not operating at capacity. This combination will require some tough decisions by the TLDSB down the road.

Looking ahead, Mr. Hope indicate a desire to explore an opportunity to establish a skills camp in Peterborough where TLDSB students would spend a week at Fleming and receive intensive instruction in the trades at the Kawartha Trades and Technology Centre. In terms of trends in the K to 12 realm that may impact the postsecondary realm, Mr. Hope reiterated the importance of providing opportunities for all students, including those with special needs.

On behalf of the Board, the Chair thanked Mr. Hope for his comments and insight.

9.2 **Tuition Fees:** Presented by Governor Degeer, the Finance and Property Committee received a presentation recommending Fleming College move to a streamlined tuition fee structure to eliminate the multi-tiered system that past Ministry policy facilitated. Tuition fees are generally not a differentiator in the college market; the Ministry caps tuition increases at an overall maximum of 3% and 5% on high demand programs. From a stewardship perspective, increases should be maximized to grow revenues in support of needed investments for future modernization and program growth.

BoG March26-2014 #5

Moved and Seconded by Mr. Degeer and Ms. Sutcliffe-Geens

THAT the Board of Governors of Sir Sandford Fleming College approve the *Tuition Fees for 2014-2015*, as circulated.

Carried

9.3 **Compulsory Ancillary Fees:** Governor Krajcar, having declared conflict of interest, remained for presentation and discussion of the item, but did not vote. Compulsory ancillary fees are charged to support services and activities that are not supported by operating grants, capital grants and tuition fees. The fee structure has the support of the student governments; these fees have been kept to levels equivalent to cost of living increases using the consumer price index as a guide. Governor Degeer presented the Finance and Property Committee's recommendation for modest increases.

BoG March26-2014 #6

Moved and Seconded by Mr. Degeer and Ms. Kloosterman

THAT the Board of Governors of Sir Sandford Fleming College approve the *Compulsory Ancillary Fees for 2014-2015*, as circulated.

Carried

9.4 **Student Levied Fees:** Governor Krajcar, having declared conflict of interest, remained for presentation and discussion of the item, but did not vote. Student governments levy their own fees on the student body but Ministry policy stipulates that the college board of governors must approve the fees. Governor Degeer referenced a new fee proposed by the Student Association (Frost Campus) to fund a shuttle bus for Frost students commuting to the local Go Bus station and into Peterborough; the student referendum confirmed support for a Fall and Winter shuttle bus between the Frost and Sutherland Campuses.

BoG March26-2014 #7

Moved and Seconded by Mr. Degeer and Mr. Astell

THAT the Board of Governors of Sir Sandford Fleming College approve the *Student Levied Fees for 2014-2015*, as circulated.

Carried

10. Other Business: None identified or brought forward.

11. Private Session: The Chair thanked the guests and Senior Administration for their attendance at the public meeting. The Board moved into a private session at 6:08 p.m.

12. ADJOURNMENT of the public meeting at 6:18 p.m. by Mr. Krajcar and Ms. Ross.

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Activities of the Board Committees*

PRESENTED BY: Governor McLean, Chair – Board of Governors

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Information

SUMMARY • Purpose of this report/request • Past History • Other relevant information

A report detailing the activities of the Board Committees at meetings held in the month of April 2014.

Academic and Student Affairs Committee

Governor Merrett – Committee Chair

The Committee did not meet in April.

Advancement Committee

Governor Sutcliffe-Geens – Committee Chair

The April 9 meeting was rescheduled to June 16, 2014.

Finance and Property Committee

Governor Degeer – Committee Chair

Members received a project update on the Kawartha Trades and Technology Centre. The Committee reviewed a request for an additional transfer of funds from the capital reserve to renovate change rooms at the Peterborough Sport and Wellness Centre, and reviewed the financial plan for 2014-2015. Both items were recommended for Board approval.

Human Resources Committee

Governor Dockstator – Committee Chair

The College recognizes employees through formal awards, part of Fleming's Rewards and Recognition Program. The Committee received the report of the award selection committees and recommended recipients for the 2014 awards to the Board. The names will be publically announced after all recipients have been contacted. The Committee also reviewed and recommended modest compensation adjustments to the non-bargaining unit groups for Board approval.

Executive Committee

Governor Ross – Committee Chair

The Committee continues to focus attention on recruitment. At the request of the Board, the Committee is looking at a consolidated meeting day approach for piloting in 2014-2015; options would be presented for Board discussion and approval at the May meeting. The Committee provided direction on a process matter relative to the Trades and Technology Centre construction project.

PREPARED BY: Board Office

✓ Mtg held, summary/minutes received

PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated April 2014)

School of Community Development and Health

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Child & Youth Worker	3	OCAD	November 21, 2013 ✓
2	Developmental Service Worker	2	OCD	November 22, 2012 ✓
3	Drug & Alcohol Counsellor	2	OCD	November 12, 2013 ✓
4	Early Childhood Education	2	OCD	April 5, 2014
5	Educational Assistant	2	OCD	March 20, 2014
6	Esthetician	2	OCC	November 4, 2013 ✓
7	Fitness and Health Promotion	2	OCAD	October 23, 2013 (cancelled)
8	Health Information Management	2	OCD	November 15, 2013 ✓
9	Massage Therapy	3	OCD	November 19, 2013 ✓
10	Occupational Therapist Assistant and Physiotherapist Assistant	2	OCD	Spring 2014 TBC
11	Personal Support Worker	1	OCD	November 14, 2013 ✓
12	Pharmacy Technician	1	OCD	April 16, 2014
13	Practical Nursing	2	OCD	October 15, 2013 ✓
14	Primary Care Paramedic	2	OCD	November 8, 2013 ✓
15	Recreation & Leisure Services	2	OCD	February 28, 2014 (for inclusion in the May Board pkg)
16	Social Service Worker	2	OCD	October 17, 2013 (cancelled)

PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated April 2014)

School of Justice and Business Studies
Business Cluster

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Business (mtg with BA-Marketing)	2	OCD	January 24, 2014 (cancelled) March 21, 2014
2	Business Administration	3	OCAD	January 24, 2014 (cancelled) March 14, 2014
3	Business Administration - Accounting	3	OCAD	May 13, 2014 4:00pm – 6:00 pm, Boardroom 515
4	Business Administration – Human Resources Management	3	OCAD	November 22, 2013 ✓
5	Business Administration - Marketing	3	OCAD	March 21, 2014
6	Chef Training	1	OCC	November 27, 2013 ✓
7	Culinary Management	2	OCD	January 27, 2014
9	Hospitality Administration – Hotel & Resort	3	OCAD	April 25, 2014 9:00am – 11:00am, Boardroom 5920
10	International Trade	3	OCAD	March 14, 2014
11	Office Administration – General	1	OCC	April 25, 2014 12:00pm – 2:00pm, Boardroom 5920
12	Office Administration – Executive	2	OCD	
13	Sporting Goods Business	2	OCD	January 24, 2014 (cancelled)
14	Tourism and Travel	2	OCD	December 6, 2013 ✓
15	International Business Management	1	OCGC	March 14, 2014
16	Project Management	1	OCGC	March 14, 2014

School of Justice and Business Studies
Justice Cluster

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Biotechnology Technologist – Forensics	3	OCAD	November 4, 2013 ✓
2	Community and Justice Services	2	OCD	April 3, 2014
3	Computer Security and Investigations	3	OCAD	Spring 2014
4	Emergency Management	1	OCGC	Spring 2014
5	Law Clerk	2	OCD	Spring 2014
6	Customs Border Services	2	OCD	November 8, 2013 ✓
7	Protection, Security & Investigation (formerly Security and Risk Mgmt)	2	OCD	November 13, 2013 ✓
8	Paralegal	2	OCD	Spring 2014
9	Police Foundations	2	OCD	November 29, 2013 ✓
10	Pre-Service Fire Fighter Education & Training	1	OCC	February 19, 2014 ✓

PROGRAM ADVISORY COMMITTEES 2013 – 2014 MEETING SCHEDULE (Updated April 2014)

School of Environmental and Natural Resource Sciences

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Applied and Community-Based Research	1	OCGC	TBD
2	Arboriculture	1	OCC	October 11, 2013 ✓
3	Urban Forestry	1	OCC	
4	Aquaculture	1	OCGC	February 4, 2014 ✓ December 1, 2014 (tentative)
5	Earth Resources Technician	2	OCD	January 23, 2014 ✓
6	Ecological Restoration – Joint Degree/Diploma	4	OCD Honours Bachelors	April 24, 2014 Meeting at Trent
7	Ecosystem Management Technician	2	OCD	March 26, 2014 May 6, 2014
	Ecosystem Management Technology	3	OCAD	
8	Environmental Technician	2	OCD	May 22, 2014 - Room 252 10:00am – 2:00pm
	Environmental Technology	3	OCAD	
9	Environmental Visual Communications	1	OCGC	TBC in Toronto
10	Fish & Wildlife Technician	2	OCD	March 20, 2014 To be rescheduled
	Fish & Wildlife Technology	3	OCAD	
11	Forestry Technician	2	OCD	February 21, 2014 April 11, 2014
12	Geographic Information Systems – Cartographic Specialist	1	OCGC	May 8, 2014 – Room 252 1:00pm – 4:00 pm
	Geographical Information Systems – Applications Specialist	1	OCGC	

PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated April 2014)

School of Environmental and Natural Resource Sciences - cont'd

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
13	Electrical Power Generation Technician	1.5	OCD	TBC
14	Heavy Equipment Operator	1	OCC	March 19, 2014
15	Heavy Equipment Techniques	1	OCC	TBC
16	Conservation & Environmental Law Enforcement	1	OCG	TBC
17	Outdoor Adventure Skills/Outdoor Adventure Education	1	OCC	April 10, 2014
18	Resources Drilling & Blasting Technician	2	OCD	February 20, 2014 ✓ February 11, 2015 9am – 1pm
19	Blasting Techniques	1	OCC	TBD
20	Sustainable Agriculture	1	OCGC	November 27, 2013 ✓

**PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated April 2014)**

Haliburton School of The Arts

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Expressive Arts	1	OCGC	TBD
2	Artist Blacksmith	1	OCC	April 10, 2014 Postponed to June 2014 To be confirmed
3	Ceramics	1	OCC	
4	Drawing & Painting	1	OCC	
5	Fibre Arts	1	OCC	
6	Glassblowing	1	OCC	
7	Jewellery Essentials	1	OCC	
8	Photo Arts	1	OCC	
9	Sculpture	1	OCC	
10	Visual & Creative Arts	2	OCD	
11	Sustainable Building Design and Construction	1	OCC	
12	Sustainable Renovations	2	OCC	November 2014
13	Collections Conservation and Management	2	OCD	May 12, 2014
14	Museum Management and Curatorship	1	OCGC	May 12, 2014
15	Studio Process Advancement (May 2014)	1	OCGC	April 10, 2014 Postponed to June, date TBC

School of Trades and Technology

The School of Trades and Technology is working on re-establishing Program Advisory Committees and a meeting schedule for 2014; see notes below.

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	Computer Engineering Technician	2	OCD	Deferred (see note below)
2	Computer Engineering Technology	3	OCAD	Deferred (see note below)
3	Construction Skills	1	OCC	Deferred (see note below)
4	Electrical Engineering Technician	2	OCD	Deferred (see note below)
5	Electrical Techniques	1	OCC	Deferred (see note below)
6	Heating, Refrigeration & Air Conditioning	2	OCD	Deferred (see note below)
7	Instrumentation & Control Engineering Technician	2	OCD	Deferred (see note below)
8	Mechanical Techniques - Plumbing	1	OCC	Deferred (see note below)
9	Welding Techniques	1	OCC	Deferred (see note below)
10	Wireless Information Networking	1	OCGC	Deferred (see note below)

Note:

All School of Trades and Technology PAC meetings have been deferred due to the following reasons:

- 1) Personnel changes in Dean, Chair, and SOL's
- 2) Cancellations from PAC members due to business demands
- 3) Unforeseen circumstances occurring late February through beginning of April impacting workloads

The School of Trades and Technology plans to replace the once-a-year PAC schedule with one every six months. In addition, the School is working towards increasing membership in most PACs. The School of Trades and Technology commit to a proposed timetable for all PAC bi-annual meetings for the ~~March-April~~ May or June 2014 Board package.

**PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated April 2014)**

School of General Arts and Sciences

The School of General Arts and Sciences is working on establishing Program Advisory Committees and a meeting schedule for 2014.

Program Name		Length (Yrs)	Credential	Meeting Details (date, time, location, etc.)
1	General Arts and Science	1	OCC	TBD
2	General Arts and Science – Environmental and Natural Resource Science Option	1	OCC	TBD
3	General Arts and Science – Health Science Option	1	OCC	TBD
4	General Arts and Science – University Transfer	1	OCC	TBD
5	General Arts & Science – University Science Preparation	1	OCC	TBD
6	Preparatory Health Science	1	OCC	TBD
7	Community Integration through Co- operative Education (CICE)	2	OCC	TBD

**Aquaculture Program Advisory Committee
February 4, 2014
Room 252, Frost Campus**

MEETING SUMMARY

Present:

In Person: Chris Weaver (Harwood Fish Culture Station)

By Phone: Karen Tracey (Northern Ontario Aquaculture Assoc.), Tim Yesaki (Freshwater Fisheries Society of BC), Paul Vieira (Tarentorus Fish Culture Station), Arlen Taylor (Cedar Crest Trout Farm)

Regrets: Steve Naylor (Ministry of Agriculture and Food), Brock Thomson (Cerma – Mainstream Canada)

Fleming: Mary Ann Fader (Acting Dean), Silvana Macdonald (Acting Chair), Gord Durward (Program Co-ordinator), Shirley Norman (faculty), Willy Campbell (Staff – Dean’s office)

Students: Jordan Markell and Alex Reich

Recorder: Cathy Alldred

	Key Points / Actions	Follow-up / Status
1.	<p>College/Campus/School Report (Mary Ann Fader) Report was circulated prior to meeting. Mary Ann offered the following additional comments.</p> <p>The Government has asked each college to identify their strategic mandate and identify what they want to be known for. Fleming College has asked to be designated as the School of excellence for Natural Resources and the Environment. Results will be available in late March. Fleming is working on ways to offer programs differently – either by distance education, online, evenings and weekends, modules, allowing students to continue working while getting further education.</p> <p><u>Modular courses for industry:</u> Committee member sought clarification on what modular courses are available at Fleming for the Aquaculture industry, noting there could be significant industry interest in same. Committee members noted that they encourage professional development for their employees, but have difficulty finding providers for the courses. Subjects suggested were Fish Health, Identification, Feed Conversion Rates and Feed Ratios, Traceability, New Equipment, Building and Rebuilding Recirculation Systems. These courses could be offered through the Continuing Education Department, and would also be available, for an extra charge, to Aquaculture students.</p>	<p>Mary Ann Fader and Gord Durant to discuss development of modular courses for industry and for Aquaculture students.</p>
3.	<p>Program Related Activity <u>Enrolment:</u> The term started in November with 10 students, 8 students are remaining today. The background of students is quite varied; Fish and Wildlife Program graduates, graduates of other Fleming programs, some have university degrees, one has a business diploma, one is a mature student with an extensive background in animal husbandry and horticulture.</p>	

	Key Points / Actions	Follow-up / Status
	<p>Karen Tracey had visited the class for a guest lecture, and was very impressed with the group of students. She found them to be a very mature, knowledgeable group.</p> <p><u>Curriculum:</u> Gord Durant reviewed the curriculum, and listed the certifications offered within the course. Committee members strongly recommended that the program timing be changed to match the majority of other SENRS programs, starting in September and ending in the spring/early summer, allowing a much better internship experience for the students.</p>	<p>Mary Ann Fader will discuss this recommendation with administration to switch the timing of the program to a September start.</p>
4.	<p>Employment Opportunities The profile of aquaculture in the province is being raised as a viable and sustainable sector, and aquaculture is the fastest growing agri-food sector. Employment prospects should be excellent for this program.</p>	.
5.	<p>Committee Chair and Review of Membership Chair: Chris Weaver volunteered to act as Committee Chair. Membership: Committee would like a member from the east coast. Gord Durant will make inquiries.</p>	<p>Gord Durant to follow up re east-coast member</p>
6.	<p>Next Meeting: Date was <i>tentatively set for Dec. 1, 2014</i>. Members meeting by phone indicated their satisfaction with this arrangement.</p>	

**Resources Drilling and Blasting Program
Advisory Committee meeting
February 20, 2014
9:00 a.m.
Room 252 Frost Campus**

MEETING SUMMARY

Present: Kim Yee (Ministry of the Environment), Bryan Watson (G. Hart & Sons Well Drilling), Evan Williams (Lantech Drilling Services), Blair Miles, Andy Blokker (Avertex Utility Solutions Inc.), Jason Bindseil (EBS Geostructural)

Regrets: Darren Juneau (Aardvard Drilling Inc.) Andy Braithwaite (Andy Braithwaite Trenchless Consulting), Mark Duckworth (Baroid of Canada), Gary Oswald (Gary Oswald Blasting Ltd.), Ryan Bailey Underground Sonic Drilling Services Inc.), Bill Morrison (Morrison Environmental Ltd.), Dave Gunn (Geo-Environmental Drilling), Rob Barnett (Boart Longyear), Bill Starke (Deep Foundation Contractors), Paul McAnuff (Golder Associates Ltd.), Bill Krasnozou (Boart Longyear).

Fleming Administration/Staff/Guests:

Michael Rochetta (Fleming), Jim Smith (faculty), Brian Bates (Fleming), Karen Rosborough (Fleming), Marie Walden-Oulahen (Fleming Career Services), Terri Geerinck (Curriculum Consultant), Silvana Macdonald (Acting Chair), Steve Wilkinson (Program Co-ordinator), Eva Reese (Continuing Education)

Students: Luc Simmons, Josh Stabback

Recorder: Cathy Alldred

	Key Points / Actions	Follow-up / Status
1.	Career Services Update – Marie Walden-Oulahen Marie demonstrated the career portal – how to register as an employer and post job opportunities on the site, flamingcollegecareerservices.ca Marie indicated a very successful Job Fair was held on February 13, 2014 at Frost Campus. She noted that the Resources Drilling students came to the Job Fair very well prepared with resumes and cover letters in hand.	
2.	E-Learning – Silvana Macdonald Program faculty will determine what electronic methods will work best in their program. Obviously some courses in Resources Drilling and Blasting don't fit with e-learning. In some cases, having lectures available on video make it easier for students to view on their own schedule. Computer simulations are very popular with students in programs like Heavy Equipment and Resources Drilling and Blasting.	
3.	College/Campus/School Updates Report was distributed by Mary Ann Fader prior to the meeting.	
4.	Continuing Education Courses Students asked if the Continuing Education Department could put together a comprehensive "package" of safety courses which could be offered to the students at a reduced cost. Currently the students are seeking out this training from many sources (some online) at costs substantially less than the Continuing Education Department at Fleming is charging.	Eva Reese to check into offering a package of safety courses to RDB students.
5.	Donations to Program Industry partners were thanked for their generosity. Several items which have been recently donated to the program were referenced. Some of the items are no longer of use to the owners, while others are new. All are being used for instructional purposes.	

	Key Points / Actions	Follow-up / Status
6.	<p>Enrolment and additional faculty The Resources Drilling and Blasting Program is one of the few in the school that has increased applications for fall 2014. The success of the program is indicating a need for another full time faculty. This hiring is pending approval by Administration.</p>	
7.	<p>Next Meeting: Wednesday, February 11, 2015, 9 am to 1 pm, followed by an afternoon panel discussion with students. The Job Fair takes place the next day, on Thursday, February 12, 2015. Members liked this format as they can come to Lindsay for the Advisory Committee meeting and panel discussion on Wednesday, and stay on if they wish, for the Job Fair on Thursday.</p>	

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for February – March 2014*

PRESENTED BY: Governor McLean, Chair – Board of Governors

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion)
For Information

SUMMARY • Purpose of this report/request • Past History • Other relevant information

A report listing the correspondence received in the months of March and April; the material is available in the Circulation Binder for perusal by Governors.

By providing the index in advance, Governors are able to flag items they may wish to have discussed or clarified.

COLLEGE SYSTEM CORRESPONDENCE

COLLEGES ONTARIO

The College Dispatch

- April 7 issue

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Inside ACCC - President's Update

- March 21, 28, April 4, 11, 18 issues

News Releases:

- April 14: statement on the passing of the Honourable Jim Flaherty
- April 15: Government of Peru signs 5-year education agreement with ACCC

PRESIDENT'S ADVISORY COUNCIL MINUTES

- January 23, 2014
- February 20, 2014
- March 20, 2014 "Open Forum – The Great Debate" notes

PROGRAM ADVISORY COMMITTEE MINUTES

- Aquaculture (February 4, 2014)
- Resources Drilling and Blasting (February 20, 2014)

PREPARED BY: Board Office



Key Performance Indicators

Released April 15, 2014

Graduate Employment Rate

Survey of 2012-13 graduates six months after graduation	Employed %
Algonquin	85.1
Boréal	85.9
Cambrian	85.4
Canadore	86.8
Centennial	73.1
La Cité collégiale	86.3
Conestoga	87.7
Confederation	89.1
Durham	85.5
Fanshawe	86.4
Fleming	82.8
George Brown	82.5
Georgian	86.9
Humber	81.8
Lambton	86.4
Loyalist	88.1
Mohawk	85.5
Niagara	85.4
Northern	87.3
St. Clair	81.4
St. Lawrence	88.2
Sault	82.8
Seneca	78.0
Sheridan	80.0
Province	83.4

Graduate Satisfaction Rate

Survey of 2012-13 graduates six months after graduation	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.2	12.1	7.7
Boréal	85.6	7.3	7.1
Cambrian	82.3	10.6	7.1
Canadore	82.2	10.5	7.3
Centennial	76.9	12.5	10.6
La Cité collégiale	84.5	7.1	8.4
Conestoga	82.4	10.3	7.3
Confederation	84.4	9.5	6.1
Durham	78.2	12.1	9.7
Fanshawe	81.4	11.3	7.3
Fleming	79.1	10.2	10.7
George Brown	77.6	12.6	9.9
Georgian	81.6	9.6	8.8
Humber	78.4	12.5	9.1
Lambton	82.5	9.6	7.9
Loyalist	82.2	10.2	7.6
Mohawk	80.1	10.7	9.2
Niagara	79.7	11.6	8.8
Northern	80.9	10.6	8.4
St. Clair	79.7	10.9	9.4
St. Lawrence	82.7	9.5	7.7
Sault	82.9	9.1	7.9
Seneca	79.1	12.3	8.6
Sheridan	79.9	11.8	8.3
Province	80.1	11.3	8.6

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Employer Satisfaction Rate

Survey of employers who have hired 2012-13 college graduates	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	93.9	3.2	2.9
Boréal	86.6	7.3	6.1
Cambrian	91.3	5.2	3.5
Canadore	93.5	4.3	2.2
Centennial	92.1	3.7	4.1
La Cité collégiale	93.4	5.5	1.1
Conestoga	92.1	4.3	3.5
Confederation	91.7	6.3	2.1
Durham	92.2	6.7	1.2
Fanshawe	90.8	5.5	3.7
Fleming	92.6	4.4	3.0
George Brown	92.9	4.7	2.4
Georgian	91.5	5.6	2.9
Humber	92.7	5.1	2.1
Lambton	93.5	4.6	1.9
Loyalist	90.4	7.0	2.6
Mohawk	90.7	6.1	3.2
Niagara	89.8	6.2	4.0
Northern	86.4	11.9	1.7
St. Clair	92.5	3.4	4.1
St. Lawrence	94.6	4.0	1.3
Sault	86.9	8.2	4.9
Seneca	94.7	3.8	1.5
Sheridan	94.0	4.0	2.0
Province	92.2	5.0	2.8

Student Satisfaction Rate *

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.7	13.8	5.5
Boréal	84.5	12.3	3.2
Cambrian	76.3	18.0	5.7
Canadore	75.6	19.0	5.4
Centennial	73.9	18.5	7.6
La Cité collégiale	84.6	9.6	5.9
Conestoga	73.5	20.8	5.7
Confederation	79.3	16.7	3.9
Durham	74.3	19.6	6.0
Fanshawe	77.7	17.4	4.9
Fleming	77.2	17.4	5.4
George Brown	71.5	21.4	7.1
Georgian	77.2	17.8	5.0
Humber	74.0	19.8	6.2
Lambton	74.6	18.5	6.9
Loyalist	78.4	16.9	4.6
Mohawk	77.0	17.2	5.8
Niagara	81.7	13.4	4.9
Northern	73.0	20.2	6.8
St. Clair	77.9	16.7	5.4
St. Lawrence	80.6	15.3	4.1
Sault	85.0	9.3	5.8
Seneca	73.0	20.3	6.6
Sheridan	74.8	19.0	6.2
Province	76.3	17.8	5.9

*This table represents the average of the four capstone questions (13, 24, 39 & 49), the results for which are provided in the following tables. Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 13

Overall, your program is giving you knowledge and skills that will be useful in your future career

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	88.4	7.1	4.5
Boréal	91.9	5.7	2.4
Cambrian	88.5	7.9	3.6
Canadore	88.5	8.3	3.2
Centennial	85.5	10.1	4.4
La Cité collégiale	92.9	3.7	3.3
Conestoga	87.3	9.3	3.4
Confederation	90.6	7.2	2.1
Durham	86.7	9.7	3.6
Fanshawe	86.7	9.5	3.8
Fleming	86.8	9.4	3.8
George Brown	84.6	11.1	4.3
Georgian	87.1	9.1	3.8
Humber	86.9	9.3	3.8
Lambton	87.0	7.9	5.1
Loyalist	88.2	8.2	3.6
Mohawk	86.5	9.5	4.0
Niagara	88.1	7.8	4.1
Northern	87.3	7.8	4.9
St. Clair	90.0	7.1	2.9
St. Lawrence	89.6	7.9	2.6
Sault	90.1	4.5	5.3
Seneca	85.5	10.6	3.9
Sheridan	86.3	10.2	3.5
Province	87.2	9.0	3.8

Capstone Question 24

The overall quality of the learning experiences in this program

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.9	12.6	6.5
Boréal	85.0	11.0	3.9
Cambrian	82.5	11.6	5.9
Canadore	81.9	13.5	4.6
Centennial	77.3	16.0	6.7
La Cité collégiale	86.4	7.7	5.9
Conestoga	78.6	16.4	5.0
Confederation	86.1	11.1	2.8
Durham	78.7	15.7	5.5
Fanshawe	80.5	14.5	5.0
Fleming	79.4	14.1	6.5
George Brown	75.5	18.1	6.4
Georgian	80.3	14.7	5.0
Humber	79.8	15.1	5.1
Lambton	80.3	13.5	6.2
Loyalist	83.7	11.8	4.5
Mohawk	77.9	15.7	6.4
Niagara	82.3	11.9	5.8
Northern	78.7	14.8	6.5
St. Clair	83.3	12.3	4.4
St. Lawrence	84.2	12.1	3.7
Sault	87.7	6.4	5.9
Seneca	76.8	17.5	5.7
Sheridan	81.6	13.7	4.7
Province	80.0	14.5	5.5

*Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 39

The overall quality of the services in the college

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	71.9	21.4	6.7
Boréal	81.4	14.7	3.9
Cambrian	64.0	28.7	7.3
Canadore	65.1	27.8	7.1
Centennial	61.3	27.1	11.6
La Cité collégiale	77.4	14.2	8.4
Conestoga	57.4	34.2	8.5
Confederation	65.3	28.2	6.6
Durham	60.6	30.6	8.8
Fanshawe	68.7	25.2	6.1
Fleming	65.3	27.3	8.1
George Brown	58.2	32.4	9.4
Georgian	65.8	27.0	7.2
Humber	59.1	32.1	8.7
Lambton	62.4	28.2	9.4
Loyalist	68.0	27.0	5.0
Mohawk	65.8	26.5	7.8
Niagara	73.4	20.7	5.9
Northern	59.7	30.6	9.7
St. Clair	64.4	27.1	8.5
St. Lawrence	70.2	23.5	6.3
Sault	77.4	15.2	7.4
Seneca	59.1	31.2	9.7
Sheridan	61.1	30.2	8.7
Province	64.2	27.6	8.1

Capstone Question 49

The overall quality of the facilities / resources in the college

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	81.5	14.2	4.3
Boréal	79.5	17.8	2.7
Cambrian	70.4	23.9	5.7
Canadore	66.8	26.5	6.7
Centennial	71.5	20.8	7.7
La Cité collégiale	81.5	12.8	5.8
Conestoga	70.8	23.2	6.0
Confederation	75.3	20.5	4.3
Durham	71.3	22.5	6.2
Fanshawe	74.7	20.4	4.9
Fleming	77.3	18.6	4.0
George Brown	67.9	23.9	8.2
Georgian	75.5	20.3	4.2
Humber	70.2	22.5	7.3
Lambton	68.9	24.2	7.0
Loyalist	73.9	20.8	5.3
Mohawk	78.0	16.9	5.0
Niagara	83.1	13.3	3.6
Northern	66.2	27.6	6.2
St. Clair	73.9	20.5	5.7
St. Lawrence	78.5	17.7	3.8
Sault	84.6	10.9	4.4
Seneca	70.8	22.0	7.1
Sheridan	70.2	18.6	4.0
Province	73.8	20.2	6.0

*Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Graduation Rate *

2013-14 KPI (2012-13 Graduates)

Algonquin	64.2%
Boréal	77.0%
Cambrian	66.7%
Canadore	74.5%
Centennial	62.3%
La Cité collégiale	64.9%
Conestoga	67.5%
Confederation	58.2%
Durham	66.7%
Fanshawe	70.7%
Fleming	65.4%
George Brown	67.7%
Georgian	62.5%
Humber	63.1%
Lambton	66.4%
Loyalist	55.9%
Mohawk	63.6%
Niagara	66.0%
Northern	64.2%
St. Clair	61.8%
St. Lawrence	70.2%
Sault	67.5%
Seneca	60.5%
Sheridan	71.1%

Province 65.4%

* The 2013-14 KPI Graduation Rate is based on students who started one-year programs in 2011-12, two-year programs in 2009-10, three-year programs in 2007-08, and four-year programs in 2006-07, and who had graduated by 2011-12.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

REPORT TO THE BOARD OF GOVERNORS
SUBJECT: Kawartha Trades and Technology Centre Construction Project Update
PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee
ACTION REQUIRED
For Information
SUMMARY
• Purpose of this report/request • Past History • Other relevant information

A monthly update is provided to the Board, via the Finance and Property Committee. Overall, the project is on track for classes commencing in September 2014 and is on budget. Detailed tracking information is appended below.

KTTC Update - 11 April 2014
Construction site

Item	% complete This report	% complete last report (7 Mar 2014)	Projected completion date this report	Projected completion date last report	Completion date as per original schedule (26 Sept 2012)
Project Schedule	67	57	15 August 2014	15 August 2014	
Main Building	67	53	7 August 2014	7 August 2014	
Building Structure (foundations, slab, floors, framing, etc.)	100	100	26 July 2013	26 July 2013	18 Jun 2013
Building Envelope (cement fibre panels, cladding, glazing, roofing, skylights, etc.)	93	81	27 March 2014	27 March 2014	31 Jul 2013
Interior Wall Construction	56	49	20 May 2014	21 April 2014	23 Dec 2013
Finishes	12	4	2 July 2014	16 July 2014	7 Mar 2014
Fittings (millwork)	17	0	9 July 2014	26 June 2014	28 Feb 2014
Electrical	67	48	9 July 2014	9 July 2014	7 Mar 2014
Fire Alarm	65	49	9 July 2014	9 July 2014	7 Mar 2014
Mechanical (Plumbing)	64	64	9 July 2014	24 June 2014	28 Feb 2014
Mechanical (HVAC)	79	65	3 July 2014	9 July 2014	7 Mar 2014
Sprinkler and Fire Protection	63	56	9 July 2014	9 July 2014	7 Mar 2013
Exterior work and landscaping	64	64	6 June 2014	6 June 2014	30 Dec 2013
Kube (three storey structure)	0	0	12 September 2014	none	
Occupation Permit (substantial Performance)			9 July 2014	9 July 2014	4 Mar 2014

Contracted Substantial Performance Date 3 March 2014

The commissioning of the mechanical and electrical systems will commence on 14 April 2014. If all goes as planned the completion dates of the mechanical and electrical systems will be amended to reflect an earlier completion date than 9 July 2014.

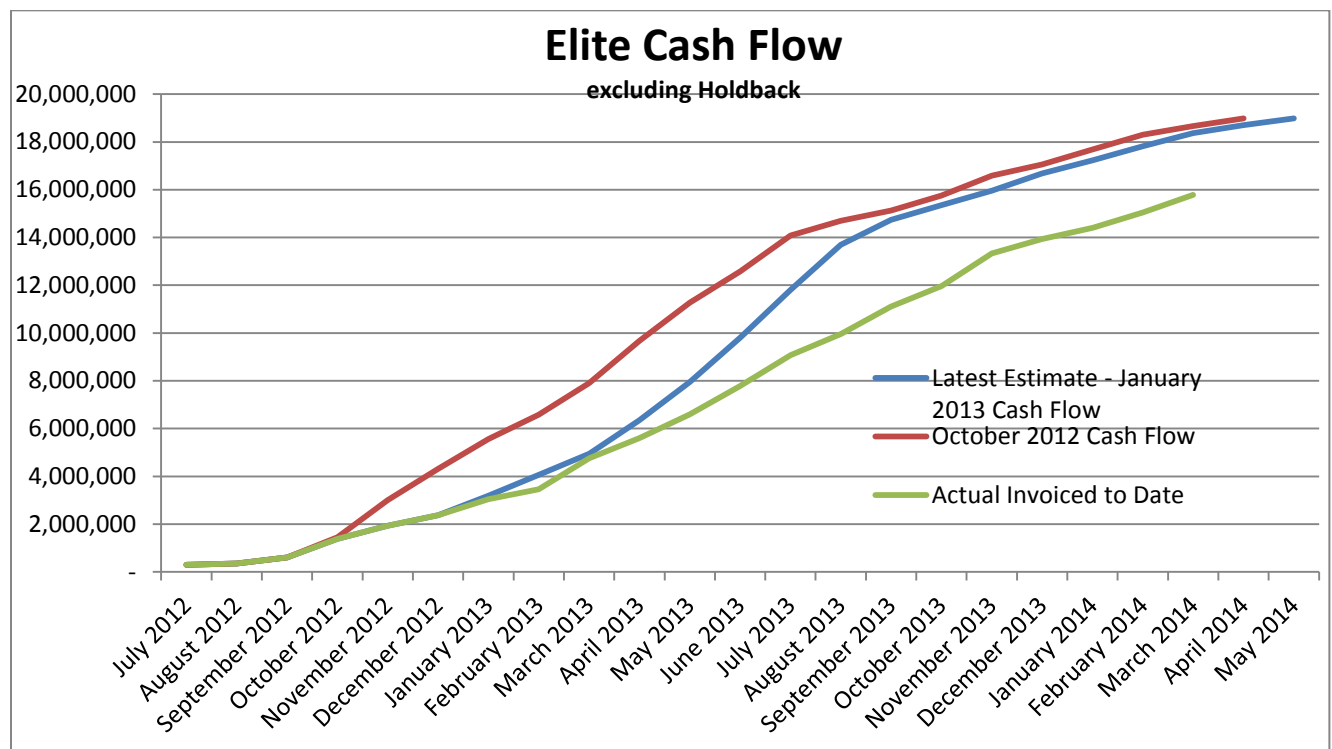
Internal Planning

Item	% complete this report	% complete last report	Projected completion date	Projected completion date last report
Room allocations and space planning	100	100	complete	15 Mar 2013
Equipment lists	100	100	complete	15 Mar 2013
Furniture lists	100	100	complete	1 Apr 2013
Computer layout and rack design	100	100	complete	1 June 2013
Course Scheduling	0	0	1 July 2014	28 Feb 2014
LEAN design	0	0	1 June 2014	1 Jan 2014
LEED Gold Standard	50	30	7 Jul 2014	7 Apr 2014
Signage	100 tendered	80	1 Apr 2014	1 Jan 2014
Move Planning	85	20	15 Apr 2014	1 Apr 2014

FINANCIAL IMPLICATIONS

• Staff, facilities, equipment, legal • Impact on budget

In addition to schedule risk, the financial risk and mitigation strategies for the project will continue to be managed closely and reported monthly to ELT and the Finance and Property Committee.



CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT

• Identify the Pros and Cons

As reported previously, the schedule will continue to be the key risk until the end of the project.

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Peterborough Sport and Wellness Centre Change Rooms – Additional Capital Reserve Spending*

PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

ACTION REQUIRED • *For Information* • *For Consultation* • *For Discussion* • *For Approval (include motion)*
For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve an additional transfer of \$100,000 from the *Peterborough Sport and Wellness Centre Capital Reserve* to renovate the Men’s and Women’s change rooms at the Peterborough Sport and Wellness Centre.

SOURCE

- City of Peterborough – Sir Sandford Fleming College Operating Agreement, approved by City Council on June 2, 2003 and the Board of Governors on June 4, 2003 #9
 - amended by City Council on Sept. 10, 2007 and Board Committee of the Whole on Oct. 31, 2007 #3
 - amended by City Council on Sept 13, 2010 and Board Committee of the Whole on Sept. 22, 2010 #3
 - amended by City Council on July 30, 2012 and the Board of Governors on June 27, 2012 #4 (replacing the Steering Committee with an Administrative Committee)
- various meetings of the PSWC Administrative Committee and Executive Leaders Team
- Finance and Property Committee, meeting April 17, 2013
- Board of Governors Committee, meeting of May 1, 2013 #8
- City of Peterborough Committee of the Whole meeting March 10, 2014 and City Council meeting March 17, 2014
- Finance and Property Committee, meeting of April 16, 2014

SUMMARY • *Purpose of this report/request* • *Past History* • *Other relevant information*

In 2013, the City and the College approved a request to spend up to \$250,000 from the Centre’s Capital Reserve Fund in order to renovate both the Men’s and Women’s change rooms, working within the existing footprint to replace the floor, lockers, benches and showers and create a more functional change area. An architect (LTA Lennis Trotter Architect) was hired to provide a detailed design to move forward with the recommendations. Through the detailed examination process, it was determined that additional work would be required to improve the heating, cooling and air flow within both change rooms. The extent of the work required was not foreseen by staff and was not included in the initial request. With the extent of renovations being carried out, it makes financial sense to include this additional work during the renovations rather than leaving it for a future date.

City Staff submitted a report to the March 10, 2014 Committee of the Whole meeting; on March 17, City Council subsequently approved a transfer of \$100,000 from the Centre’s capital reserve fund to renovate the change rooms. As outlined in the legal agreement under 8.0 Capital Conservation Fund: “*any expenditure from the fund shall be proposed by the Steering Committee and approved by the Council of the City and the Board of Governors of the College*”.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • *Identify the Pros and Cons*

With Board approval of the additional funding, the tendering process can commence in order for the work to be completed between June and September 2014, traditionally the slower months for facility use.

- Cons: To not move forward with this additional work would require considerable increased costs at a future date as well as additional disruption of service to the customers.
- Pros: Additional improvements to the change rooms which will result in lower on-going maintenance costs as well as not incurring future, more expensive costs to do the same work.

FINANCIAL IMPLICATIONS• *Staff, facilities, equipment, legal*• *Impact on budget*

The Operating Budget of the Peterborough Sport and Wellness Centre contributes \$50,000 annually to the Capital Reserve. The City and the College contribute equally to the Reserve and the funding of such projects. Currently, the Capital Reserve has \$728,716.87 to be utilized for capital projects. The 2013 commitment of \$250,000 allocated for the Men's & Women's change room renovations in addition to the \$100,000.00 transfer for a total of \$350,000 would leave a remaining balance of \$378,716.87 in the Reserve.

Completing the additional work during the renovations will save the Reserve increase costs and disruption at a future date

PREPARED BY: Office of the Vice-President Finance and Administration / Board Office

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College Financial Plan 2014-2015*

PRESENTED BY: Governor Degeer, Chair – Finance and Property Committee

ACTION REQUIRED • For Information • For Consultation • For Discussion • For Approval (include motion) For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Financial Plan 2014-2015*, including adjustments to the Internal Restricted Reserve within net assets, which provides for

Total Revenue of \$ 103,294,231

Expenditures of \$ 103,294,231

Capital Expenditure of \$ 14,844,666

Net Assets at March 31, 2015 of \$10,638,000

SOURCE

- Ministry Policy Framework: *Governance and Accountability Framework Minister's Binding Policy Directive* (revised September 2010)
- Ministry Policy Framework: *Business Plan Operating Procedure* (revised June 2011)
- Executive Leaders Team
- 2013-2014 Financial Plan, approved by the Board May 1, 2013 #7
- Finance and Property Committee meeting April 16, 2014

SUMMARY • Purpose of this report/request • Past History • Other relevant information

The board of governors of a college is responsible for approving the college's budget, to be submitted to the Ministry by June 30 each year. The Finance and Property Committee recommends the *Fleming College 2014-2015 Financial Plan* (attached) for approval.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT • Identify the Pros and Cons

Revenue: Significant components that make up the College revenue include grants, student fees and other income. Grants are relatively stable year over year with changes based on past enrolment projections, thus little risk of error in forecasts. Details of grants are itemized on page 6 of the Financial Plan.

Student fees (tuition fees) are based on enrolment projections thus contain a higher degree of risk than grants. The Budget is built using a conservative approach to mitigate risk with a 0.7% decline in enrolment from the 2013-2014 record high numbers. There is a good likelihood of upside potential in these projections.

International enrolment has been budgeted using 70% of potential forecasted first year intake due to risk in international market. This has changed from past practice of using 50% for risk mitigation. However, building on the success of 2012-2013 and 2013-2014 recruitment, using higher enrolments numbers for budget is reasonable and still relatively conservative. This approach has added an additional \$0.45M in planned revenues to budget as an offset to increasing spending/investment requirements.

Other revenues including bookstore, cafeteria, parking, etc. are projected on past trending tied to enrolment projections and inflation factors. With flat enrolment projections, these budget projections are

considered conservative. Parking rates are projected to increase by 20% (as per the multi-year parking strategy approved in 2013-2014) to build reserve for funding parking infrastructure improvements. Non-operating revenues are projected based on known funding agreements and pose very little risk. This includes residence fees with good history of occupancy and known residence rental rates.

Expenditures: Expenditure plans are built to balance the budget. Areas of significant increases over 2013-2014 are required to support the College's strategic direction; however, they do pose a certain degree of risk to the College.

Full-time salaries for both faculty and support staff are subject to collective agreement bargaining effective September 2014, thus any increase in salary rates is unknown. An assumption of a 1.5% increase has been factored into the current plan. Our commitment to invest in additional staff to support the new Kawartha Trades and Technology Centre (KTTC) building and to develop/grow our trades and technology programs are putting pressure on the budget.

To mitigate the need for additional increases in salary costs, a strategy of vacancy management is being recommended (i.e. where possible, delay/deferral of requested hires for 2-3 months). A savings of \$0.6M from original manager requests is anticipated to be achieved through these vacancy management techniques. Human Resources has been asked to revisit the entire complement process to ensure it is robust enough to (1) ensure new hires/replacement hires are warranted and (2) tied to budget requirements. Monitoring of academic workloads, staffing requests and salary levels will be a key focus of the Budget Review Committee throughout the year.

In addition to the need to invest in program staff for the KTTC, the opening of the new building will also add costs to plant operations and utilities. Best estimates, based on industry averages and square footage of the new building, have been used to project these costs to build into the current budget; however, being a new building with no history, these costs are subject to change.

A final area of risk within the current operating budget relates to the uncertainty of utility prices. While we are increasing budget significantly for both the added consumption required by KTTC and to recognize recent increases in utility rates, those rates are still volatile. The College has an Energy Specialist who monitors energy consumption and rates and is working with the College's Sustainability Committee to reduce our energy consumption.

One-Time Investments, Capital Assets and Net Assets: During the 2014 budget development process, investment proposals were developed by staff, using a business case format, for review by all department Directors and Vice-Presidents, for approval and prioritization of submissions. The Capital Steering Committee then reviewed a consolidation of all proposals and developed the final recommendation list for the annual plan.

As part of the planned \$103.2M in expenditures, the College is proposing to spend \$1.5M in investments including residence projects. Acquisition of capital assets is planned at \$14.8M (including KTTC), making an investment plan totaling \$16.4 M for 2014-2015.

A significant portion of this plan is offset through external funding sources (\$11.5M). This plan is somewhat aggressive and will require monitoring of the College cash flow timing before projects are tendered. However, in conjunction with the entire Fleming College Financial Plan, this does not put the college net assets or financial ratios at risk.

FINANCIAL IMPLICATIONS • Staff, facilities, equipment, legal • Impact on budget

Using the preliminary budget assumptions as described, the College is projecting a balanced budget with an increase in overall operating revenues of 4.5% and a corresponding increase in operating expenditures of 4.4%.

PREPARED BY: Office of the Vice-President Finance and Administration



Fleming College Financial Plan 2014-2015

DRAFT

April 2014

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I. Summary

The College has developed a balanced Financial Plan for 2014/15,

The plan includes key investments in:

Growth:

- tuition fees increases of 3%, in line with provincial government policies
- funding to support the staff and infrastructure of the Kawartha Trade and Technology Centre (KTTC) opening September 2014.
- investment to increase outreach within domestic markets and further develop international markets, including a newly formed Product Development Office

Teaching:

- 7.3% increase in spending on full-time faculty
- 68% of the planned budget expenditure increase over the prior year will be invested within academic areas

Capital/Investments in Facilities and Services:

- Continued investment in the construction of the Kawartha Trades and Technology Centre for Sept. 2014 opening
- \$2 million capital investment strategy that includes upgrades to instructional equipment and learning spaces including all campuses
- \$1 million to support renewal and protection of our information technology across all campuses and residence

Total revenues and expenditures in this Financial Plan are balanced at \$103.3 million, an increase of 5.1% over the 2013/14 Update Budget. Capital investment is budgeted at \$14.8 million.

Fleming College Financial Plan Preliminary Budget 2014/15


SUMMARY

(\$ 000's)

	2014/15 Preliminary Budget	2013/14 Update Budget	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 46,639	\$ 46,566	\$ 73	0.2%
Tuition & Other	39,015	35,956	3,059	8.5%
Amortization	4,239	3,527	712	20.2%
Skills, Bursaries, Ancillary & Projects	13,401	12,238	1,163	9.5%
Revenue	103,294	98,287	5,007	5.1%
Operating Expenses	84,157.43	81,131	3,026	3.7%
Amortization Expense	5,783	5,003	780	15.6%
Skills, Bursaries, Ancillary & Projects	13,354	12,153	1,201	9.9%
Expenses	103,294	98,287	5,007	5.1%
Excess of Revenue over Expenditures	\$ -	\$ -		
	Projected Balance Mar 31/15	Projected Balance Mar 31/14	\$ Increase (Decrease)	% Increase (Decrease)
NET ASSETS				
Invested in Capital Assets				
As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	15,484	13,107	\$ 2,377	
Total Invested in Capital Assets	17,901	15,524	2,377	15.3%
Unrestricted				
Operating (Board Reserves)	(5,114)	(2,737)	(2,377)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(10,714)	(10,714)	-	
Total Unrestricted	(15,828)	(13,451)	(2,377)	
Internally Restricted	2,276	2,276	-	
Subtotal Net Assets	4,350	4,350	(0)	0.0%
Externally restricted	6,289	6,289	-	
TOTAL NET ASSETS	\$ 10,638	\$ 10,638	\$ (0)	0.0%

II. Revenue

College revenues are budgeted at \$ 103.3 million; an increase of 5.1% from the 2013/14 Update Budget.

<i>Financial Plan - Preliminary Budget Fiscal Year 2014/2015</i>					
	Preliminary Budget 2014/2015	Budget Update 2013/2014	Budget Change	% Change	
Revenue					
Grants and Reimbursements	46,639,349	46,566,474	72,875	0.2%	
Student Tuition Fees	25,840,674	23,795,849	2,044,825	8.6%	
Contract Training	1,355,845	901,916	453,929	50.3%	
Other Income					
Other Income	7,712,056	7,245,393	466,663	6.4%	
Ancillary Fees	4,106,068	4,013,165	92,903	2.3%	
Total Other Income	11,818,124	11,258,558	559,566	5.0%	
Amortization of Deferred Capital Contributions	4,239,000	3,527,000	712,000	20.2%	
Total Operating Revenues	89,892,992	86,049,797	3,843,195	4.5%	
Investments		-	-		
Skills Programs	3,602,327	3,162,091	440,236	13.9%	
Tuition Holdback Bursaries	2,441,492	2,357,681	83,811	3.6%	
Ministry Bursaries	369,288	463,655	-94,367	-20.4%	
Special Projects	2,260,526	1,781,077	479,449	26.9%	
Facilities Renewal and Renovation Projects	573,000	479,920	93,080	19.4%	
Ancillary Operations	4,154,606	3,993,258	161,348	4.0%	
Total Non Operating Revenues	13,401,239	12,237,682	1,163,557	9.5%	
Total Revenue	103,294,231	98,287,479	5,006,752	5.1%	

Highlights of significant budget assumptions and budget changes on revenue are summarized below.

1. Grants and Reimbursements

Grants are budgeted to increase by \$73,000 from the 2013/14 Update Budget as follows: (\$ 000's)

	<u>Preliminary 2014/15</u>	<u>Update 2013/14</u>	<u>Change</u>
Basic Operating Grant	\$30,173	\$30,591	\$ (418)
Enrolment Growth Grants	5,846	5,261	585
BScN Grant	3,945	4,194	(249)
Second Career Grant	1,315	1,315	-
Northern & Rural Funding Grant	2,229	2,229	-
Apprentice Grant	920	692	304
Performance Funding Grant	505	505	-
Special Needs & Interpreter Grant	652	652	-
Municipal Tax Credit	469	469	-
CO-OP Diploma Apprentice Grant	130	130	-
Rental Grants	203	203	-
Medical & Clinical Grant	110	110	-
Misc. Recoveries	142	216	(74)
Grants and Reimbursements	\$46,639	\$46,566	\$ 73

The Operating grant is based on allocations provided from the province. In the 2012 Provincial Budget, the province, through the Ministry of Training Colleges and Universities (MTCU), announced an efficiency saving target for 2013/14 and 2014/15 which resulted in reduced base operating grants for all Colleges and Universities totalling \$40M. Fleming's share of this reduction for 2014/15 was calculated at \$418,000.

The Enrolment Growth grant will offset this decrease with an increase of \$584,843. This grant is calculated under the College Funding Framework and is formula driven based on enrolment growth over the past 2 "audited" years (i.e. 2011/12 and 2012/13 growth is funded in 2014/15).

BScN is projected to decline with revised enrolment projections under the collaborative agreement with Trent University.

Two new "pre-apprentice" programs were approved during 2013/14 that will continue for the full year in 2014/15, increasing the Apprenticeship Grant.

2. Tuition Fees

Tuition fee revenue is expected to be \$25.8 million, up \$2.0 million (8.6%) from last year's update budget.

Full Time domestic tuition is projected to increase from \$17.4 million to \$18.3 million (5.1%). Tuition fees have been increased by an average of three percent as of Sept 1, 2014 as per board approved rates. While total enrolment is not projected to increase over 2013/14, total tuition is projected to increase slightly more than 3% due to the mix of regular and high demand programs, as high demand programs are forecasting increased enrolment and they have higher tuition fees.

Tuition from International enrolment has been budgeted to increase from \$3.8 million to \$4.8 million in 2014/15. Past budgets have taken a very conservative approach in order to offset risk and volatility related to the international market. Building on the success of 2012/13 and 2013/14 recruitment, tuition is being forecasted in 2014/15 based on higher enrolments.

Part time enrolment is budgeted to match 2013/14 actuals, with a 3% increase in average fees.

3. Contract Training

Contract training revenue has increased by \$453,929 recognizing new agreements being negotiated.

4. Other Income

Overall, other income has increased by \$466,663 (6.4%) over the 2013/14 Update Budget. Other income is comprised of a variety of income streams from operations including bookstore, parking and cafeteria, as well as recovery from students for student supply fees and academic fees for field placements. Increases in the income from operating streams are projected to increase by \$222,000. A significant component of this increase is projected to come from an increase in parking fees, which will be re-invested into system enhancements, repairs and maintenance to parking lots and college roads. Increase in student recoveries is due to an increased number of field placements and increased cost of student supplies used within the classroom.

5. Non-Operating Revenues

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

Skills Programs revenue has increased with the introduction of the new Youth Employment Fund mid-year in 2013/14.

Special Projects include newly negotiated agreements with the majority of projects being within applied research and the CAWT.

Facility Renewal and Renovation Projects revenue represents funding received from MTCU 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. The mix of capital and expense will change from year to year.

The College Equipment Renewal Fund (CERF) will fund academic equipment and information technology this year totalling \$275,000. This revenue will be used to replace/upgrade classroom equipment across the college.


The Facilities Renewal Grant (FRG) totalling \$298,000 will fund deferred maintenance of college infrastructure

It is assumed that 100% of this funding will be used to offset non-capital investment for 2014/15.

Ancillary Operations are revenues in relation to the college residence.

III. Expenditures

Expenditure budgets have been aligned with funding projections to provide for a balance preliminary budget as follows.

<i>Financial Plan - Preliminary Budget Fiscal Year 2014/2015</i>					
	Preliminary Budget 2014/2015	Budget Update 2013/2014	Budget Change	% Change	
Expenditures					
Salaries and Benefits					
Salaries, Full Time	41,295,711	38,495,598	2,800,113	7.3%	
Salaries, Part Time	11,652,729	11,939,865	- 287,136	-2.4%	
Benefits	11,455,459	10,674,738	780,721	7.3%	
Total Salaries and Benefits	64,403,899	61,110,201	3,293,698	5.4%	
Non-Salary Expenses					
Instructional Support Costs	4,682,325	4,603,574	78,751	1.7%	
Travel and Professional Development	1,165,114	1,153,852	11,262	1.0%	
Advertising	1,114,178	1,070,390	43,788	4.1%	
Telephone, Audit, Legal & Insurance	978,553	924,699	53,854	5.8%	
Equipment Maintenance	431,000	400,458	30,542	7.6%	
Plant and Security	2,699,003	3,544,223	- 845,220	-23.8%	
Rentals and Taxes	980,598	1,014,574	- 33,976	-3.3%	
Utilities	2,616,903	2,208,403	408,500	18.5%	
Contract Services Trent	2,134,729	2,155,058	- 20,329	-0.9%	
Services & Other	2,885,926	2,879,126	6,800	0.2%	
Long Term Debt Interest	65,200	66,805	- 1,605	-2.4%	
Amortization of Capital Assets	5,783,124	5,003,000	780,124	15.6%	
Total Non-Salary Expenses	25,536,653	25,024,162	512,491	2.0%	
Total Operating Expenditures	89,940,552	86,134,363	3,806,189	4.4%	
Investments	1,239,450	1,009,821	229,629	22.7%	
Skills Programs	3,193,786	2,733,845	459,941	16.8%	
Tuition Holdback Bursaries	2,441,492	2,357,681	83,811	3.6%	
Ministry Bursaries	369,288	463,655	- 94,367	-20.4%	
Special Projects	2,260,526	1,781,077	479,449	26.9%	
Ancillary Operations	3,849,137	3,807,037	42,100	1.1%	
Total Non Operating Expenditures	13,353,679	12,153,116	1,200,563	9.9%	
Total Expenditures	103,294,231	98,287,479	5,006,752	5.1%	

1. Full Time Salaries

Full time (FT) salaries are budgeted based on the current College staff compliment and all Collective Agreements that are currently in place. This includes a full year's salary for FT faculty hired mid-way through 2013-14 and plans for new hires. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary is projected to increase by \$2,800,113 (7.3%) over the 2013/14 Update Budget.

2. Part Time Salaries

Part time (PT) salaries are expected to decrease by \$287,136 (2.4 %) from the 2013/14 Update Budget. This decrease is in relation to the planned addition of new FT staffing, thus requiring less part time staffing.

3. Benefits

Benefits have increased \$780,721 from the Update Budget due to an increase in the added FT staff and increase in pension benefits under revised pension rules.

4. Plant and Security

While Plant and Security expenses are shown as decreasing by \$845,220 from the 2013/14 Update Budget, it must be noted that there was a one-time extraordinary provision for an environmental remediation expense of \$1 M built into the 2013/14 Budget Update numbers. Excluding this extraordinary item, plant costs are budgeted to increase by \$154,780, which equals a 6% increase. This increase is the additional cost related to the college's new 83,700 sq. foot trades and technology building (KTTC) scheduled to open September 1, 2014.

5. Utilities

Utilities rates are in a very volatile state currently and all indicators are forecasting significant increases within the utility industry. In addition to added utility costs for the KTTC, utilities forecasts have increased to account for these anticipated rising rates.

6. Amortization of Capital Assets

Amortization expenses have increased by \$780,124 from the 2013/14 Update Budget. The calculation of amortization is based on the continuity schedule of capital assets with remaining book value requiring amortization. In particular, 2014/15 will see added amortization expense once the college's new KTTC building goes into service in September 2014.

7. Initiatives and Investments

Initiatives and Investments totalling \$1,239,450 have been budgeted, which is \$229,629 (18.5%) higher than the 2013/14 Update Budget. Many of these expenditures, while capital in nature, do not qualify as additions to capital assets; they are either below capital thresholds (\$5,000 per item), such as academic equipment/tools and personal computers, or are one time investments such as professional services that are not assets.

These 2014/15 planned investment include IT systems upgrades (such as upgrades on the College business systems, network servers, replacement of aging computers and multi-media equipment), class room equipment, building repairs and maintenance/renovations (including a planned investment in student library facilities, college way finding/signage improvements, and the development of a master plan for the Frost Campus).

In addition \$310,000 is included in expenditures for Ancillary operations (student residence) as one time investments.

IV. Capital

Capital spending in 2014/15 is budgeted at \$14.8 million of which \$10.9 million is from external funding sources. The balance of \$3.9 million is capital funded from operating.

The budgeted funded capital sources includes Provincial funding for KTTC (\$10,000,408), donated funds for KTTC (\$333,000), Canadian Foundation Innovation Fund with matching provincial funding for CAWT (\$158,680), Student association contribution for completion of the Sport Field Complex (\$285,000) and other fundraising contributions (\$140,000).

The remaining capital funded from operating includes contribution required to complete the KTTC (\$1,391,179), Academic capital (\$579,730), IT/Network equipment (\$504,098), Residence capital (\$377,000), Building Renovations (\$1,044,400), and Parking lot improvements (\$171,171).

Capital budgeted for 2014/15 is summarized below:

KTTC Building & Equipment	\$11,724,587
CAWT	158,680
Sport Field Complex	285,000
Building Construction/Renovations	1,044,400
Residence Capital	377,000
Parking Lot & Grounds Equipment	171,171
Academic Equipment	579,730
Network Equipment	504,098
	<u>\$14,844,666</u>

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College Business Plan 2014-2015*

PRESENTED BY: Ms. Crook, Vice-President Human Resources and Student Services

ACTION REQUIRED • *For Information* • *For Consultation* • *For Discussion* • *For Approval (include motion)*
For Approval

THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Business Plan 2014-2015*, as circulated.

SOURCE

- Ministry Policy Framework: *Governance and Accountability Framework Minister's Binding Policy Directive* (revised September 2010)
- Ministry Policy Framework: *Business Plan Operating Procedure* (revised June 2011)
- Executive Leaders Team
- Fleming College Strategic Plan 2010-2015, approved by the Board May 26, 2010 #6
- Strategic Mandate Agreement 2014-2017

SUMMARY

• *Purpose of this report/request* • *Past History* • *Other relevant information*

The business plan allows the college to plan its operations for the fiscal year within the framework outlined in the strategic plan. It identifies to the public and to the government the operational outcomes that the college expects to achieve in the year. The Ministry uses the information provided in the business plan to advise and inform government planning and policy making. Fleming's 2014-2015 plan is attached.

Section 8 of O.Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 specifies that colleges are to make the business plan available to the public and to submit it to the Minister. Business plans are to be prepared in accordance with the Business Plan Operating Procedure which sets out the minimum requirements of the plan and identifies a June 30 due date each year.

CONSIDERATIONS/IMPACTS, OPTIONS, RISK ASSESSMENT

• *Identify the Pros and Cons*

The business plan focuses on the college's operations and is to include the following information for the fiscal year:

- A statement of the operational outcomes and their relationship to the MYAA and strategic plan;
- Identification of the goals and objectives still to be achieved;
- A description of the major actions the college will take during the year to achieve these operational outcomes;
- A description of any significant factors outside the control of the college that are likely to affect the achievement of the outcomes;
- A description of how the college will know that it has achieved its outcomes at the end of the year; and
- The budget for the year

Risks to achievement of the business plan include falling short of our enrolment plan or a change in government or direction of government that could impact resources or create new, competing priorities.

FINANCIAL IMPLICATIONS

• *Staff, facilities, equipment, legal* • *Impact on budget*

Financial implications of the objectives contained in the Business Plan are included in the 2014-2015 budget (currently pending approval). Prior to submission to the Ministry, budget information is appended to the 2014-2015 Business Plan.

PREPARED BY: Ms. Caldwell, HR Generalist, Compensation/Recognition Specialist

Fleming College Business Plan 2014-2015

Executive Summary

The 2014-2015 Business Plan will provide the departure point for development of a new long-term strategic plan and the achievement of the objectives articulated in our Strategic Mandate Agreement. It represents the last opportunity for the College to make progress towards accomplishment of the goals articulated in its 2010-2015 Strategic Plan. In the upcoming year, we will be evaluating the progress made over the life of the existing strategic plan to help set the stage for the development of a new strategic plan later this year.

This year's Business Plan is also the first opportunity to begin achieving the vision captured by the College's newly agreed to Strategic Mandate Agreement.

The Business Plan addresses six strategic priorities:

- Achieving Excellence in Student Learning
- Providing Superior Services & Facilities
- Leading in Sustainability
- Growing with Positive Results
- Building Community Success
- Developing the Fleming Working Environment

It also places attention on differentiation, innovation and productivity. Accomplishing these objectives will bring us closer to living our Core Promise to Students and gives us the ability to seize relevant opportunities.

Introduction

Our Strategic Mandate Agreement (2014–2017) is a driver of our annual business plan as we strive to:

- Build on our strengths and the vital role we play in our regions
- Maximize access and personalized quality learning for our students including an applied learning enhancement strategy and work/community integrated hybrid and remote learning
- Affirm our program strengths in natural resources and environmental sciences, trades and technology and arts and heritage
- Support our access agenda for local, First Generation, Aboriginal and International and Special Needs students
- Enhance partnerships and pathways

We will continue to infuse our Core Promise to Students into our work because it represents why students and employees should choose Fleming.

We have a proven track record of innovation, academic quality and productivity. We understand that innovation is the planning and implementation of purposeful changes – both large and small – that improve results. This understanding will make us better.

This year's business plan focuses on enrolment; implementation of the strategies contained in our Strategic Mandate Agreement; improvements in academic and service area Key Performance Indicators; implementation of a new integrated product planning process and programming and partnerships to support the successful launch of the new Kawartha Trades and Technology Centre in September 2014.

This plan gives us the winning strategies to meet the changing needs of employers, the evolving expectations of students, the emerging demands of technology and the needs of employees for a strong, engaging work environment. We will achieve our objectives with excitement and creativity, using Lean methodology to ensure quality, efficiency and continuous improvement.

Our students succeed through personalized learning and innovation and achievement that is powered by our people.

Vision, Mission & Core Promise From Strategic Plan

Vision

Students succeeding through personalized learning. Innovation and achievement powered by people.

Mission

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, service and applied research.

Core Promise to Students

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices and to building sustainable, healthy futures for our people, communities and environment.

For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

The Fleming College 2014-2017 Strategic Mandate Agreement

Fleming's updated Strategic Mandate Agreement:

- Builds on our strengths and the vital role we play in the regional economy
- Outlines how we will maximize access and quality for our student population
- Affirms program strength in natural resources and environmental sciences, trades and technology and arts and heritage
- Commits to affordability and sustainability in the current economic environment
- Reflects our intention to make a unique contribution to Ontario's PSE system

Assumptions

1. We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Fleming, like other colleges, will make its case for adjustments to funding allocations to recognize the circumstances of mid-sized colleges.
2. Building on our program strengths and the vital role we play in the regional economy, we will rely on four mutually reinforcing differentiators (1) alignment with regional economic needs; (2) high quality programs and multiple pathways; (3) program specialization; (4) an operational model of financial and environmental sustainability.
3. Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality in our programs and services.
4. In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrollment growth targets while also continuously improving our operational processes through innovation and Lean redesign.
5. Student expectations are now a 'moving target'. New technologies, new access to knowledge and skills, increased mobility, differing delivery methods, competition and choice must inform and guide our efforts.
6. Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
7. Applied Research is gaining significant attention both federally and provincially. Fleming is capitalizing on its already established credibility and profile.
8. In order to meet financial challenges and invest more in key aspects of students' education, we have to streamline and redesign our processes. This requires creative thinking and the discipline associated with a Lean or continuous improvement philosophy.
9. Ensure College preparedness for new credential opportunities including 3-year degrees replacing advanced diplomas.

Business Plan Priorities for 2014 – 2015

Priorities across the college for the upcoming business year include:

1. Successfully implement the 2014-15 Enrolment Plan and develop the Official Enrolment Plan for 2015-16.
2. Successfully implement both Work Integrated Learning (WIL) and Applied Learning Enhancement strategies consistent with our Strategic Mandate Agreement (SMA).
3. Continue development and implementation of academic Key Performance Indicator (KPI) improvement initiatives.
4. Develop and implement targeted service area KPI improvement initiatives in services and facilities.
5. Implement a successful integrated product planning process.
6. Develop a 3-year implementation action plan to meet the goals of the existing eLearning strategy.
7. Ensure the Kawartha Trades and Technology Centre (KTTC) is completed within budget, and open for full operation in September 2014.
8. Successfully implement programming and partnerships to support the launch of the KTTC.
9. Create and implement solutions that address deficiencies in the communication and leadership areas identified through our Employee Engagement survey.
10. Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes.

Key Business Plan Objectives 2014–2015

1.0 Achieving Excellence in Student Learning

Strategy 1.1

Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

Objectives:

Successfully implement both Work Integrated Learning and Applied Learning Enhancement strategies consistent with our SMA. Success will be demonstrated by Key Performance Indicator (KPI) scores (for questions 21 through 23) at or above the provincial standard.

Develop a solution for increasing space requirements for applied learning projects across the College's academic programs. Success will be measured by developing collaborative strategies across the Academic division and the provision of suitable facilities to accommodate all planned program needs in an acceptable manner.

Strategy 1.2

Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

Objectives:

Continue development and implementation of KPI improvement initiatives with a minimum of 60% of the student learning experience KPI ratings as 'above average and at least 40% rated as 1st quartile provincially.

Implement a successful integrated planning process with the measures of success being an approved set of criteria and metrics that facilitate program prioritization and resource allocation, and an approved integrated approach to the development of a new strategic plan.

Strategy 1.4

Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's Values and Core Promise to Students.

Objectives:

Establish a cross functional steering committee made up of students, staff and faculty to review, revise and make recommendations for changes to the Student Rights and Responsibilities Policy and Procedures. The measure of success will be an approved policy and clear procedures.

Establish a committee of administrators, faculty and staff to look at improving out of class tutoring and academic support services to students. Success will be measured by having a tutoring plan that is supported by the academic programs and several pilot courses running in the fall semester.

Ensure that all College programs are in full compliance with the Program Quality Assurance Process Audit (PQAPA) quality assurance criteria and demonstrate good quality standing. Success will be measured by compliance with the annual schedule of program and curriculum renewal reviews. Achievement of a student satisfaction rating of at least 85% on “Overall Quality of Programs” as well as the achievement or maintenance of full accreditation standing in all applicable programs.

Strategy 1.5

Develop an eLearning strategy that prepares our graduates for lifelong learning.

Objectives:

Develop a 3-year implementation action plan to meet the goals of the existing eLearning strategy. Success will be measured by attainment of the identified eLearning goals.

Implement a Geomatic Information System hybrid program delivery model that scales across the Frost software platform to enable broader adoption. The measure of success will be that IT Virtualized Delivery Infrastructure and classroom technology is fully implemented for the September 2014 Geomatics Pilot Delivery.

Strategy 1.6

Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the KPI of Employment Rate as well as program-related employment, credential recognition and transfer as means for measuring success.

Objectives:

Develop opportunities that foster interaction with a network of internal and external industry leaders aligned to current programs and students. The measure of success will be stronger mentorship by internal and external industry leaders through the development and implementation of events to encourage current student interaction with mentors.

2.0 Providing Superior Services & Facilities

Strategy 2.1

Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

Objectives:

Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 2% over the previous year in student satisfaction, for services not already in the 1st quartile.

Establish and implement a plan with cross college involvement to improve our Orientation program by placing a greater focus on school spirit and social integration and improving how we

provide timely information to new students. Success will be measured by having an inventory of current programming and services, a survey of students on what would help and an established orientation committee that will make recommendations for fall 2014.

Increase awareness of the service and involvement of students in activities that are recognized through the Co-curricular Record (CCR), following the launch in winter 2014. Success will be measured by having an increase of 20% of approved activities and students involved in CCR and a completed assessment of the initial year of CCR.

Assess the Career Services brand internally including current resources to support implementation of a communications and promotional plan that will increase awareness of the services we provide to students, staff, alumni and employers. Success will be measured by having updated promotional materials for students, alumni and employers.

Develop a strategy to engage Fleming College male students and staff in initiatives that support healthy masculinity and prevention of violence against women. Success will be measured by having the program developed, launched and staff and students trained in mentoring for other men on campus.

Complete facility improvement projects to improve student satisfaction that include priority deferred maintenance projects such as theatre seating upgrades at Brealey; washroom renovations at Brealey and Frost; roof repairs including the replacement of the Steele Centre roof at the Brealey campus; and many safety related improvements. Success will be measured by these projects being successfully completed on time and on budget.

In consultation with Student Administrative Council/Student Association continue to upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades and smart group study spaces. Work with Academic Leadership to finalize and implement eLearning goals.

Implement the Registrar's Office and Continuing Education Operations systems priorities identified in the Registrar's Office plan designed to increase automation and efficiency. Success will be measured by feedback from staff and students and successful implementation of related activities.

Through Fleming Data Research provide data, and institutional research support for the effective measurements needed for integrated planning and for the reporting requirements from the Ministry.

Move the newly designed credit transfer process to the next level by incorporating EDI improvements, system modifications and policy changes. Success will be measured by feedback from staff and students.

Implement enhancements to the diploma generating process to improve efficiency and effectiveness. Success will be measured by feedback from faculty and staff.

Strategy 2.2

Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.

Objectives:

Complete a comprehensive review and consolidation of the new IT platform across all systems and users to provide feedback and the basis for the next IT three-year roadmap. The measure of success will be completion of the comprehensive evaluation by October 30th, 2014 and a 3-year roadmap completed and validated by March 2015.

Complete Major Systems initiatives (Database Split, Tuition Framework, Financial Health and Sustainability Grant projects, Productivity Innovation Fund – Integrated Program Planning data sources, Credit transfer). The measure of success will be that priority setting be completed by April 30, 2014 and that approved projects will be completed on-time and on-budget throughout the 2014-15 fiscal year.

Implement core IT infrastructure and classroom/Lab technologies and integrate KTTC into the College IT systems. The measure of success is to complete the Lab and classroom upgrades by September 2014 and the Core Switch infrastructure upgrades by March 31, 2015.

Strategy 2.3

Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.

Objectives:

Utilize the outdoor aspects of the Frost and Sutherland Campuses to promote healthy activities for staff and students. We will maintain and promote the use of the existing trails. Success will be measured by having trail signage and a maintenance plan for the trails at both campuses. The soccer fields will be used during the Sutherland Campus Orientation events.

Examine ways of improving our services to students in our Libraries by looking at the best use of the space and partnering with the Academic Schools. Success will be measured by having several courses working in a proactive way with the Libraries to prepare to assist students with assignments.

Ensure the Kawartha Trades and Technology Centre is constructed within budget, and open for full operation in September 2014. Success will be measured by this project being successfully completed to its design specifications, on time and on budget.

Complete the development of a comprehensive Campus Master Plan for the Frost Campus in Lindsay. Success will be measured by this plan being successfully completed on time and on budget and providing sound strategic direction for the development of the Frost campus for the future.

Strategy 2.4

Provide training and services to employees to enable achievement of the Core Promise to Students.

Objective:

Develop and implement a cross cultural training session that can be delivered to students and staff that would contribute to the support of international students from various countries.

Success will be measured by at least two sessions being held and favourable satisfaction ratings from participants.

3.0 Leading in Sustainability

Strategy 3.1

Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.

Objective:

Continue progress on our 5-year plan towards achieving a silver STARS rating (or higher) by 2015.

Strategy 3.2

Reduce waste and the College's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.

Objectives:

Implement the Year 2 College Operational Action Plan for the Fleming College Sustainability Plan (2013-2018).

Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implement a Data Retention and Archiving Policy and complete the business plan to transition to a corporate staff portal and electronic document management in 2015-2016.

Strategy 3.3

Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.

Objective:

Increase the number of sustainability-focused and sustainability-related courses across our curriculum by 50%. Double the scope of sustainability-focused and/or sustainability-related courses across our curriculum.

Strategy 3.4

Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.

Objectives:

Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by participating on

working groups, and supporting or co-hosting provincial technology showcases and conferences.

Meet all current research obligations and deliverables as per funder expectations and contracts. In addition, achieve ISO 17025 accreditation and secure NSERC Industrial Chair funding.

Implement the Technical Access Centres (TAC) grant as the platform for the next stage of applied research development. Success will be measured through the successful completion of specific projects.

Strategy 3.5

Design and implement community-based applied learning opportunities to contribute to sustainable communities.

Objective:

Expand the scope and scale of our current sustainability-related community-based applied learning opportunities. To increase sustainability-related applied learning experiences by 10% and build on the success of applied projects both in SENRS and the School of Justice and Business Studies to facilitate more student projects both on campuses and in the community supporting the community sustainability plans in the City of Kawartha Lakes and Peterborough.

4.0 Growing with Positive Results

Strategy 4.1

Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

Objectives:

Successfully implement the 2014-15 Enrolment Plan and develop the Official Enrolment Plan for 2015/16. Success will be measured by achievement of the enrolment targets and approval of the 2015/16 Plan.

Generate student applications to support the achievement of the college's overall enrolment targets through traditional and online advertising and recruiting outreach.

Continue emphasis on gaining market share in selected geographic markets (the eastern GTA and International initiatives) and key market segments (non-direct students and university students).

Support the brand positioning for the Frost Campus/School of Environmental and Natural Resource Sciences as a Centre of Excellence through marketing and communications projects. Meet enrolment targets for the Frost Campus.

Develop and implement marketing initiatives in support of programs and career paths in the Technology and Trades fields coincident with the opening of the new Kawartha Trades and

Technology Centre. Internal and OCAS data will be measured to determine success against these marketing goals.

Launch a new college website prior to the fall recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design feature to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a >3% increase in traffic as well as improvements in response time, bounce rates and time.

Work in partnership with Student Recruitment and the Liaison Officers to assist with recruitment efforts to help the college to realize growth targets. Where possible (i.e. at Open House, at presentations with high schools or education fairs), provide alumni who can speak to their Fleming College experience and the career success their Fleming College education has afforded them.

Implement international development strategies including expansion of the Brazil initiative, increased recruitment activities in the China market, and continuation of recruitment efforts in India. Success will be measured by meeting international enrolment targets included in the enrolment plan.

Increase the enrolment of upper semester direct entry students. Success will be measured by meeting targets set out in the enrolment plan.

Design and implement strategies to begin to move Fleming along the internationalization continuum. Success will be measured by implementation of effective strategies and staff and student feedback.

Strategy 4.2

With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

Objectives:

Continue to pilot sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. A pilot of sales tools is underway, marketing automation tools are to be added by end of the 2014-15 fiscal year.

Implement systems improvements designed to increase the automation of domestic and international application processes and enhance service to students. Success will be measured by feedback from students and meeting enrolment targets.

Strategy 4.3

Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.

Objectives:

Support new program development through the acquisition of in-kind donations of equipment. Targets for in-kind equipment acquisitions will be set once the 2014-15 capital equipment lists have been reviewed.

Implement a “Gated Product Development Process” for new program development that aligns with Fleming’s strengths as identified in our Strategic Mandate Agreement. Success will be measured by development of up to 10 new programs. New programs will focus on “*Differentiation*” and the “*Fit with Fleming*”.

Strategy 4.4

Expand part-time and continuing education activity levels consistent with or above the overall college growth target.

Objectives:

Increase and expand water sector online and eLearning offerings. Success will be measured by having all CE/CT water courses offered through online or eLearning.

Continue leadership of the Canada-India Water Training Consortium and secure training partnership contracts in India. Success will be measured by securing and delivering at least 5 contracts/training activities in India this year.

5.0 Building Community Success

Strategy 5.1

Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

Objectives:

Through community engagement opportunities, actively promote services within the college that could support economic development efforts within organizations in the community (i.e. Career Services, Contract Training, Continuing Education, Lean Academy) as a means to enhance donor/donor prospect relationship management.

Work with City of Kawartha Lakes’ Water Research and Innovation Network (WRAIN) to assist companies with economic development objectives in the water sector.

Fulfill our role as a co-delivery agent for Environment Canada’s Environmental Technologies Verification (ETV).

Increase apprenticeship programs offered at Fleming College. Goal attainment will be measured by successful regional expansion of employer participation in apprenticeship programming.

Strategy 5.2

Fully realize the vision of the Kawartha Trades & Technology Center (KTTC) to address immediate and long-term needs and opportunities.

Objectives:

Complete Phase II (\$250,000 Student Financial Assistance Funding) of the KTTC campaign.

Successfully implement programming and partnerships to support the launch of the KTTC. Success will be measured by continued growth in partnerships from local industry and a successful launch of the KTTC in the Fall of 2014.

Strategy 5.4

Undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.

Objective:

Expand applied research activities in health sciences. Success will be measured by securing new funding for applied research in this area.

Strategy 5.5

Enhance programs and services to Aboriginal students to improve access, participation and success of Aboriginal learners.

Objectives:

Develop and implement a plan to secure funds for programs and services to support Aboriginal learners achieve success.

Broaden our service commitment to Aboriginal students through a more formal partnership with the College's Health Services and First Generation staff. Success will be measured by hosting one event for Aboriginal First Generation students and their parents to talk about career opportunities at the post-secondary level and increased health information specific to improving health outcomes for Aboriginal populations.

Strategy 5.6

Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.

Objective:

Through the annual employee campaign acknowledge philanthropic efforts of Fleming College employees to cultivate a greater culture of philanthropy within the college.

6.0 Developing the Fleming Working Environment

Strategy 6.1

Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

Objective:

Champion a focussed, comprehensive development program that includes differentiated offerings, integrated learning and individual development plans. Effective implementation of the plan, strong participation rates and the achievement of business plan objectives will be the measures of success.

Strategy 6.2

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

Objective:

Create and implement solutions that address deficiencies identified through our Employee Engagement survey, tackling the initiatives that will have the biggest impact first. Success will be measured through staff focus groups, leader check-ins and a majority of leaders achieving 'fully successful' or 'above' performance ratings on their related leadership objectives.

Strategy 6.3

Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.

Objective:

Pilot stronger integration between the Academic and Student Service areas, where appropriate, to better deliver our Core Promise to students. Successful development of integrated initiatives will be the measure of success.

Strategy 6.4

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

Objective:

Continue to enhance inclusiveness and accessibility by implementing the second stage in a multi-year accessibility plan. This includes enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students. Success will be measured by completion of the Accessibility for Ontarians with Disabilities Act plan and the business plan objectives that relate to international and aboriginal students.

Strategy 6.5

Regularly seek feedback and evaluate the college's progress in relation to our Core Promise values and strategic priorities.

Objective:

Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

Conclusion

We believe that we have a strong business plan with objectives that will ensure significant progress towards our Strategic Mandate Agreement and a dynamic future.

We recognize that the environment is competitive with financial constraints and resource limitations. These challenges will be addressed by being innovative, efficient, focused on quality and personalized learning and listening to the input of students, employers and staff. We will approach this year balancing both the efficiency and growth side of our work.

We are confident that we will end this year much closer to the college of our future; one that delivers our Core Promise to Students, serves our region with a comprehensive suite of programs, continues to develop differentiation in specific areas of strength, values and engages staff and is entrepreneurial and more innovative than five years ago.