

BOARD OF GOVERNORS PUBLIC MEETING

Wednesday, May 28, 2014

3:30 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> : George Gillespie, a resident of Peterborough and a partner in the accounting and auditing firm of McColl Turner, 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	Pgs 1-2
	4. Conflict of Interest Declaration	
	5. Unanimous Consent Agenda	Pgs 3-19
	<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)	
	5.1 minutes of the April 30, 2014 public meeting of the Board of Governors	
	5.2 Activities of the Board Committees for the month of May 2014	
	5.3 Updated 2013-2014 Program Advisory Committee Meeting Schedule and Meeting Summaries	
	5.4 Correspondence for the month of May 2014	
	To approve the minutes and receive the listed items.	
25 min	6. Board Education (enclosed)	
	Guest: Dr. Pander-Scott, Registrar	
	(a) 2014 Key Performance Indicator Results	Pgs 20-30
	(b) Enrolment Update: Summer 2014, Fall 2014	Pgs 31-35
10 min	7. Reports	
	7.1 <u>College Activity</u>	To be emailed / posted
	7.2 <u>From the Board Chair</u>	To be emailed / posted
	7.3 <u>From the President</u>	To be emailed / posted
	7.4 <u>From the Liaison Governors</u>	
	• President's Advisory Council – meeting May 22, 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 36-37

For information

60 min **9. New Business**

9.1 Fleming College 2013-2014 Financial Statements (enclosed)

Pgs 38-84

To approve the Audited Financial Statements

9.2 Fleming College 2013-2014 Annual Report (enclosed)

Pgs 85-107

To approve the Annual Report

9.3 New Program: Accounting (enclosed)

Pg 108

To approve the two-year program with an implementation date of January 2015

9.4 Fleming College Sustainability Report – Year One Update (enclosed)

Pgs 109-114

To receive the report

9.5 Fleming College Lean Report – Year Two Update (enclosed)

Pgs 115-123

To receive the report

9.6 Adjustments to the June Meeting Schedule

Committees: Monday, June 16	Board: Wednesday, June 25
<ul style="list-style-type: none">• Advancement (previously rescheduled) at 1:00pm• REQUESTING Ad Hoc Risk Cmt meeting at 1:30pm• REQUESTING adjustment to ASA meeting to 2:00pm start• REQUESTING adjustment to FP meeting to 3:30pm start• no change to Executive Cmt meeting (4:30pm start)• CANCEL the HR Cmt meeting	<ul style="list-style-type: none">• CANCEL the Recognition luncheon (defer to the Fall Retreat)• Governors invited to attend a KTTC Touchdown event at 1:00pm• no change to In-Camera meeting• no change to Public meeting• Election meeting to follow, not lead

To implement the requested changes

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

10 min **11. Private Session**

12. Adjournment approx. 5:30 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 April 30, 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 May 2014;

5.3 Updated Meeting Schedule and Summaries of the Recreation and Leisure Services
(February 28, 2014) and Community and Justice Services (April 4) Program Advisory
Committee meetings;

5.4 Correspondence for the month of May 2014;

as circulated.

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (*Open Session*) Meeting
Wednesday, April 30, 2014
Scholfield Boardroom, Brealey Room #5920
Peterborough, ON

Draft Until Approved

MINUTES

Present: Mr. Andrews, Mr. Astell, Ms. Kerrigan, Ms. Kloosterman (in progress), Mr. Krajcar, Mr. McLean, Mr. Perry, Ms. Ross, Mr. Stanford, Ms. Sutcliffe-Geens, and Dr. Tilly for the Board.

Ms. McFadden.

Regrets: Mr. Degeer, Dr. Dockstator, Ms. Merrett, Ms. Shill, Ms. Watson.

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

Staff: Ms. Laura Copeland, College Communications.

1. Call to Order

Confirming quorum, Governor McLean called the meeting to order at 2:38 p.m. and noted regrets.

2. Welcome and Introduction of Guests

The Chair introduced and welcomed *Mike Perry* to the Board. Governor Perry was appointed by the Lieutenant Governor in Council to the Fleming College Board for a term March 19, 2014 to August 31, 2016. The Board also extended a warm welcome to *Laurel Schollen*, who commenced her role as Fleming's Vice-President Academic on March 31, 2014.

3. Agenda

As the sequence of meetings was reversed, there would be no opportunity to provide a report from the in-camera meeting; item 7.6 was removed from the agenda.

BoG April30-2014 #1

Moved and Seconded by Mr. Astell and Ms. Kerrigan

THAT the agenda be approved, as amended.

Carried

4. Conflict of Interest Declaration

Governors were invited to declare conflict of interest with respect to the agenda; none declared.

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 April30-2014 #2

Moved and Seconded by Mr. Stanford and Mr. Krajcar

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the April 30, 2014 meeting and the minutes of the March 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 April 2014;**
- **updated Schedule of Program Advisory Committee meetings and the Summaries of the Aquaculture (February 4, 2014) and the Resources Drilling and Blasting (February 20) Program Advisory Committee meetings; and**
- **Correspondence for the months of March and April 2014**

as circulated.

Carried

6. Board Education: Key Performance Indicators

Since 1998, the provincial Key Performance Indicators (KPIs) have been gathered annually by two independent research firms for the colleges and for the Ministry of Training, Colleges and Universities. KPIs are used as a benchmark across the system, measuring evaluation of programs and services in five areas: *Graduate Employment, Graduate Satisfaction, Employer Satisfaction, Student Satisfaction, and Graduate Rate*. For colleges, analysis of the data identifies areas requiring improvement as well as where to build upon strengths.

The most recent data were collected from March 2013 to February 2014. Fleming's overall results for these five KPIs closely mirror last year's results, within 1.5% of last year's performance. The instrument administered this year included major changes ranging from the addition, removal and revision of survey questions; Dr. Pander-Scott will reference these changes and the impact on results, both locally and provincially, as part of the detailed presentation at the May meeting.

7. Reports

7.1 The College Activity Report was received, for information.

7.2 The Board Chair's Report was received, for information. Attention was drawn to the folders at each place containing information for governors on the 2014 Convocation and Award ceremonies; Governors were requested to advise the Board Office of their availability to attend any of the eight ceremonies.

7.3 The President's Report was received, for information; Dr. Tilly acknowledged the college community for its supportive handling of the death of an international student; the family expressed their thanks to the College for their generosity and expressions of caring.

7.4 Dr. Tilly provided highlights of the April 24, 2014 meeting of the President's Advisory Council and referenced that meeting minutes were available to governors in the Circulation Binder. The next meeting of Council is scheduled for May 22; governors interested in attending as the Board's representative were requested to notify the Board Office.

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. Three events were noted: the Peterborough Construction Association breakfast meeting held at the Sutherland Campus, the federal funding announcement at the Frost Campus relative to the Centre for Alternative Wastewater Treatment, and the sponsorship of an award at the Port Hope & District Chamber of Commerce Business Excellence Awards event.

8. Business Arising from Previous Meetings

8.1 The KTTC Construction Project Update report was received, for information. Overall, the project is on budget and on track for classes commencing in September 2014. Governors were encouraged to attend the Board tour on May 14 at 2:00 p.m.

9. New Business

9.1 Peterborough Sport and Wellness Centre Additional Capital Spending from Reserve: In 2013, the City and the College approved a request to spend up to \$250,000 to renovate 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. Through a detailed examination process, it was realized that additional work was required to refurbish, refresh and enhance HVAC in both change rooms, resulting in an additional draw on the reserve fund. Expenditure from the fund requires approval of Council and the Board.

BoG April30-2014 #3

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

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.

Carried

9.2 Governor Sutcliffe-Geens presented the Fleming College Financial Plan 2014-2015. Using the preliminary budget assumptions, a balanced budget of \$103.3-million is projected. The budget includes key investments in growth, teaching, and investment in facilities and services. Projections are considered conservative; however, operating costs associated with the new building, two collective agreements affecting salary costs, staffing commitments, and the uncertainty of utility prices all pose a degree of risk.

BoG April30-2014 #4

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

THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Financial Plan 2014-2015* including adjustments to the internally 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

as circulated.

Carried

The contributions of staff who participated in the budget review process and the leadership of Vice-President Baker and Ms. Sims in preparation of the 2014-2015 budget were acknowledged.

9.3 Fleming College Business Plan 2014-2015: At the Board's direction, the Business Plan is brought forward with the Financial Plan. The Business Plan is the starting point in developing the next multi-year strategic plan and the first opportunity to begin achieving the objectives of the recently-signed Strategic Mandate Agreement. Ms. Croke presented the document and responded to questions.

BoG April30-2014 #5

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

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

Carried

10. Other Business: None identified or brought forward.

11. ADJOURNMENT of the public meeting at 3:36 p.m. by Ms. Kloosterman and Ms. Sutcliffe-Geens.

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 May 2014.

Academic and Student Affairs Committee

Governor Merrett – Committee Chair

The Committee received a number of presentations including programs in development (a graduate certificate program, a diploma program and a Fleming certificate program) as well as program review reports relative to three certificate programs offered at the Haliburton School of The Arts. An update was provided on Integrated Program Planning and Lean progress as well as the remote delivery of the Geographic Information Systems program.

Finance and Property Committee

Audit Committee

Governor Degeer – Committee Chair

Members received the preliminary year-end financial results and a project update on the Kawartha Trades and Technology Centre.

The audited financial statements were presented by the auditors and reviewed by the Audit Committee.

Executive Committee

Governor Ross – Committee Chair

The Committee continues to focus attention on recruitment of external members. A new meeting cycle was developed at the Board's request which, if approved, will be piloted for the 2014-2015 Board year.

The Executive was not required to act on the Board's behalf.

PREPARED BY: Board Office

✓ Mtg held, summary/minutes received

PROGRAM ADVISORY COMMITTEES 2013 – 2014 MEETING SCHEDULE (Updated May 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 ✓
16	Social Service Worker	2	OCD	October 17, 2013 (cancelled)

PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated May 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 (meeting with Business)	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 May 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
	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
	Geographical Information Systems – Applications Specialist	1	OCGC	

PROGRAM ADVISORY COMMITTEES
2013 – 2014 MEETING SCHEDULE (Updated May 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 May 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

	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 Program Advisory Committee 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 to the 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 May 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 - 2015.

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

**Recreation & Leisure Services Program Advisory Committee
Friday, February 28, 2014
Room 3620, Sutherland Campus, Fleming College**

MINUTES SUMMARY

Present: Shari Forsyth (Peterborough Regional Health Centre), Jim McHardy, (Kinark Outdoor Centre), Ellen Stewart (City of Peterborough), Devon Dickhout (Student 3rd Semester), Ashley Garrah (Student 2nd Semester) Carol Kelsey (Dean), Alex Smith, Molly Westland, Craig Shanks (City of Kawartha Lakes, Parks & Recreation Department), Ellen Stewart, Linda Poirier (Fleming College), Lou Anne Hanes (Fleming College), Jim McHardy, Shari Forsyth (Vol. Services St. Joseph's), Scott Robertson (Lindsay Boys & Girls Club)

Regrets: Chris Gillard (City of Kawartha Lakes Boys & Girls Club), Carol Rodd (St. Joseph's at Fleming), Jennifer Anderson (Town of Richmond Hill), Ben Gamaan (Viamede)

Fleming Staff: Molly Westland (Chair), Carol Kelsey (Dean), Alex Smith (Coordinator/Faculty)

Recorder: Benita Brett (for Cris McCullough, School Operations Liaison)

	Key Points / Actions	Follow-up / Status
Non-Action Items		
1.	Coordinator, Alex Smith provided the committee with a program update and information on staffing; Jim Fulton retired; Peter Hughes has moved to being Director of Peterborough Green-Up. -Francis Boyes is now doing contract teaching ; -Stephanie Fraser teaching the Advanced Computer Applications Course; Enrolment is strong showing a steady increase. Graduate satisfaction remains positive. Retention is good but needs work. Curriculum has some changes including RLD (advanced standing) now take one first semester course and re-naming of certain courses. Changes in technology are working and a positive adjustment.	
2.	Student update from Devon Dickhout and Ashley Garrah a positive reflection of applied learning/hands-on group work an asset to learning process.	
3.	Input from the Industry with questions about how to improve the RLS program, placements and its impact on the community.	
4.	The college update provided by Dean, Carol Kelsey was pre-circulated highlighted the proposed Strategic Mandate Agreement which is in progress. Each post-secondary educational institution to identify what they have that is special and unique to others. Trades and Tech. Wing open in Fall 2014; on track. Looking into Cross School Collaboration to review commonalities between programs through projects and capital budgets.	

A complete set of meeting minutes is available to Governors in the Board Circulation Binder

**Community & Justice Services Program Advisory Meeting
April 4, 2014
Brealey Room 5920**

MINUTES SUMMARY

- Present:** Jerry Dunk (Edmison House), Rosalinde Douma (Kennedy House), Christine Cairns (Warkworth), Oliver Doyle (Doyle & Associates), Kathy Neill, (John Howard Society), Andrea Calvin (teleconference, Brookside Youth Centre), Holly Wallace (Central East), Andy Schweigert (Park Place)
- Guests:** Laura Harper – 4th Semester Student
Dean Dewar – 2nd Semester Student
- Regrets:** Lisa Fenn (Mon Ami), Wyatt Lamoureux,
- Fleming Staff:** Karen Bateman (Faculty, CJS), Cindy Gervais (Coordinator/Faculty)
Deb Holts (Chair), Jim Drennan (Dean)
- Recorder:** Janice Miller (Minute Recorder).

	Key Points / Actions	Follow-up / Status
Action Items		
1.	Upon completion of the new Skills Trades Centre which is due to open in September, the smart house building and automation centre will be redesigned as a Skills for Justice Centre and will provide a totally dedicated space for justice students to complete visual simulation experiences.	
Non-Action Items		
1.	An articulation agreement with Charles Sturt University in Australia will now provide credit standing to students in justice program to obtain a Bachelor Social Science (Criminal Justice).	
2.	A program guide for the Community & Justice Services Program was distributed to members. This guide provides students with valuable information on the program's mission statement, behavioural guidelines, field observation and placement.	

A complete set of meeting minutes is available to Governors in the Board Circulation Binder

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Correspondence for May 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 month of May; 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

- May 5, 2014 issue

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Inside ACCC - President's Update

- May 5, 12 and 19 issues

FLEMING IN THE NEWS

- New Governor appointed
- *Your Future, Your Choice*, Toronto Sun May 11, 2014 insert

PRESIDENT'S ADVISORY COUNCIL MINUTES

- April 24, 2014

PROGRAM ADVISORY COMMITTEE MINUTES

- Recreation and Leisure Services (February 28, 2014)
- Community and Justice Services (April 3)

PREPARED BY: Board Office

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: 2014 Key Performance Indicator Results
PRESENTED BY: Dr. Brenda Pander-Scott, Registrar

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

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

Key Performance Indicators (KPIs) are province-wide accountability measures that inform evaluation of programs and services. 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 2014 college-wide results for the five overall KPI scores are outlined in the table below. Fleming's overall results closely mirror the 2013 results, with all results within 1.5% of last year's performance.

KPI	FLEMING					SYSTEM					% Diff Fleming vs. System
	2014 %	2013 %	2012 %	% Diff 2013 to 2014	% Diff 2012 to 2013	2014 %	2013 %	2012 %	% Diff 2013 to 2014	% Diff 2012 to 2013	
Student Satisfaction	77.2%	76.9%	77.1%	0.3%	-0.2%	76.3%	77.1%	76.8%	-0.8%	0.3%	1.1%
Graduate Satisfaction	79.1%	79.9%	79.4%	-0.8%	0.5%	80.1%	80.0%	78.9%	0.1%	1.1%	-0.9%
Employer Satisfaction	92.6%	93.8%	92.8%	-1.2%	1.0%	92.2%	93.4%	92.8%	-1.2%	0.6%	0.0%
Employment Rate	82.8%	84.3%	82.0%	-1.5%	2.3%	83.4%	83.6%	83.0%	-0.2%	0.6%	-1.3%
Graduation Rate	65.4%	65.7%	66.5%	-0.3%	-0.8%	65.4%	64.8%	65.0%	0.6%	-0.2%	-0.9%

Over the years, the *Student Satisfaction Survey* has remained quite consistent in terms of content. The instrument administered this year included some major changes. These changes ranged from the addition, removal, relocation and revision of items. Given the degree of change, we believe there was an impact to some results, both locally and provincially. In some cases, this makes comparisons to previous years difficult or not possible. Notwithstanding these changes, Fleming's overall Student Satisfaction result of 77.2% – which is based on the highest student response rate of all 24 colleges – represents an improvement from the previous year in terms of our performance compared to the system of 1.1%.

Next Steps

The KPI results along with our internal feedback mechanisms are an integral part of annual review of our programs and services. More detailed analysis and reporting, at a program and service level, is in process with results and findings then being used to inform strategies to build on our strengths and improve where results are not as strong.

PREPARED BY: Brenda Pander-Scott, Registrar

Key Performance Indicators

- Graduate Satisfaction
- Employment Rate
- Employer Satisfaction
- Graduation Rate
- Student Satisfaction



Fleming College

KPI Results 2014 vs. 2013

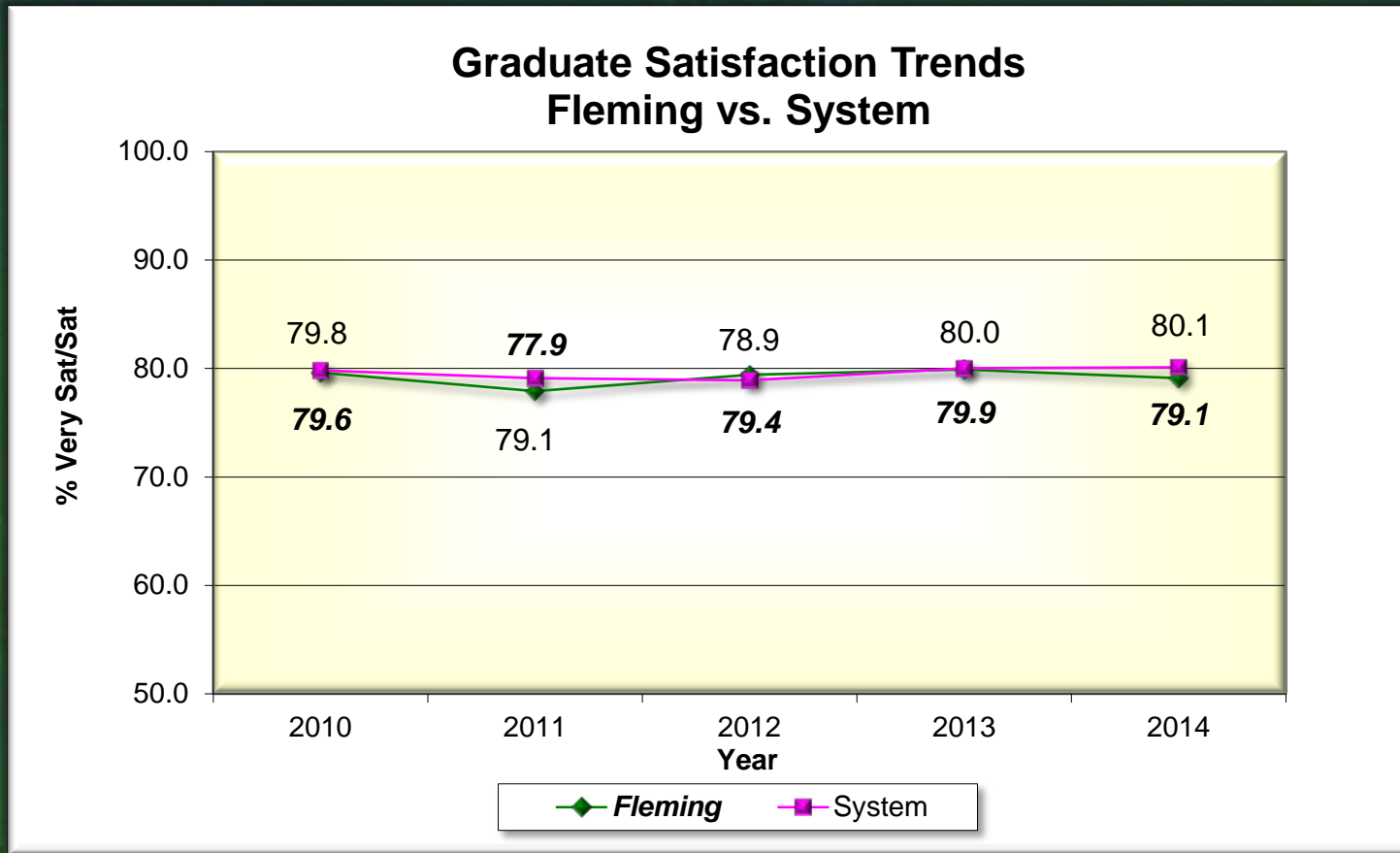
KPI	FLEMING				SYSTEM				% Diff Fleming vs. System
	2014 %	2013 %	2012 %	% Diff 2013 to 2014	2014 %	2013 %	2012 %	% Diff 2013 to 2014	
Student Satisfaction	77.2	76.9	77.1	0.3%	76.3	77.1	76.8	-0.8	1.1
Graduate Satisfaction	79.1	79.9	79.4	-0.8%	80.1	80.0	78.9	0.1	-0.9
Employer Satisfaction	92.6	93.8	92.8	-1.2%	92.2	93.4	92.8	-1.2	0.0
Employment Rate	82.8	84.3	82.0	-1.5%	83.4	83.6	83.0	-0.2	-1.3
Graduation Rate	65.4	65.7	66.5	-0.3%	65.4	64.8	65.0	0.6	-0.9

% Diff Fleming vs. System shows Fleming's change in KPI score from 2013 to 2014 in relation to the system change over the same time.



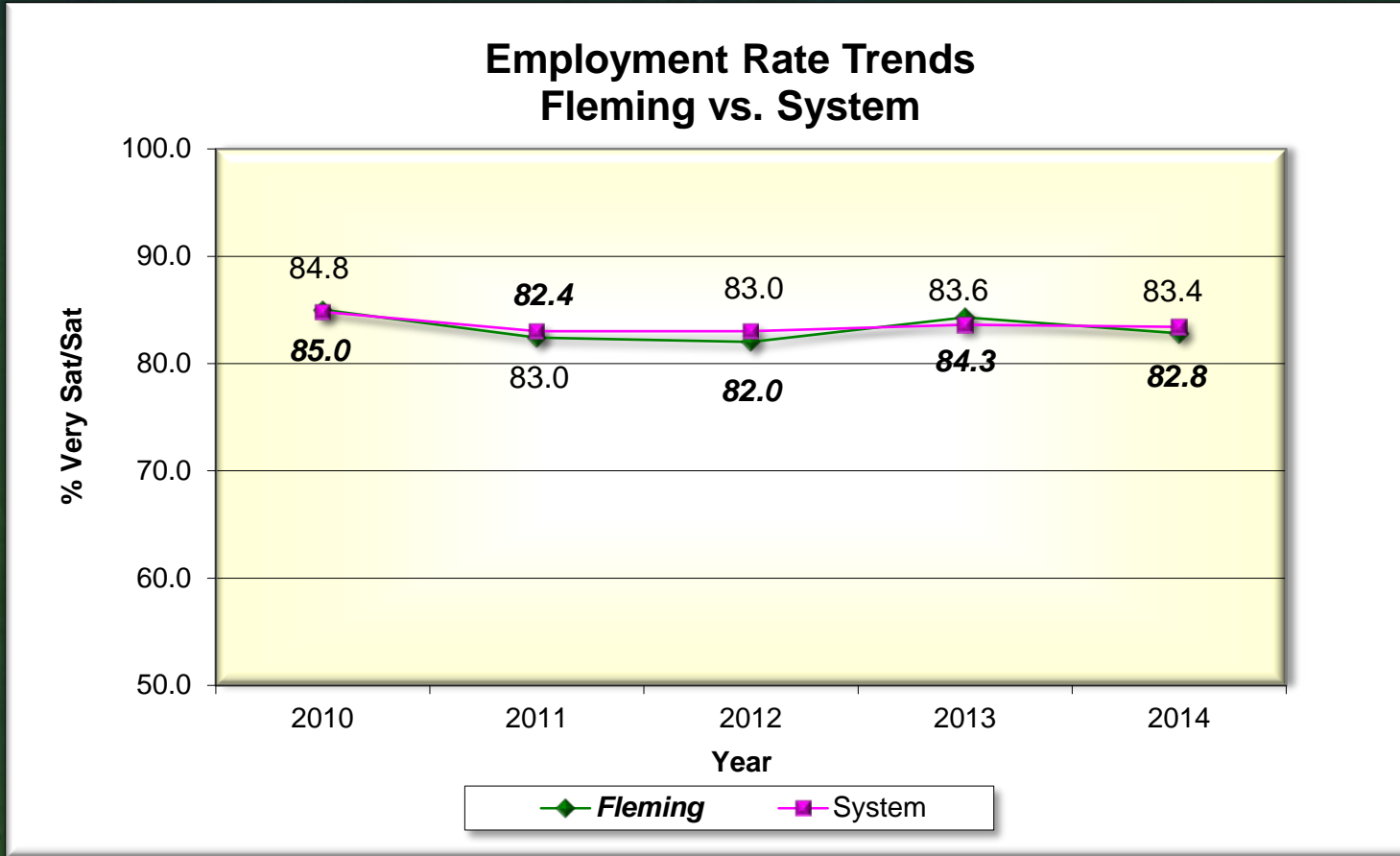
Fleming College

KPI Graduate Satisfaction Trends



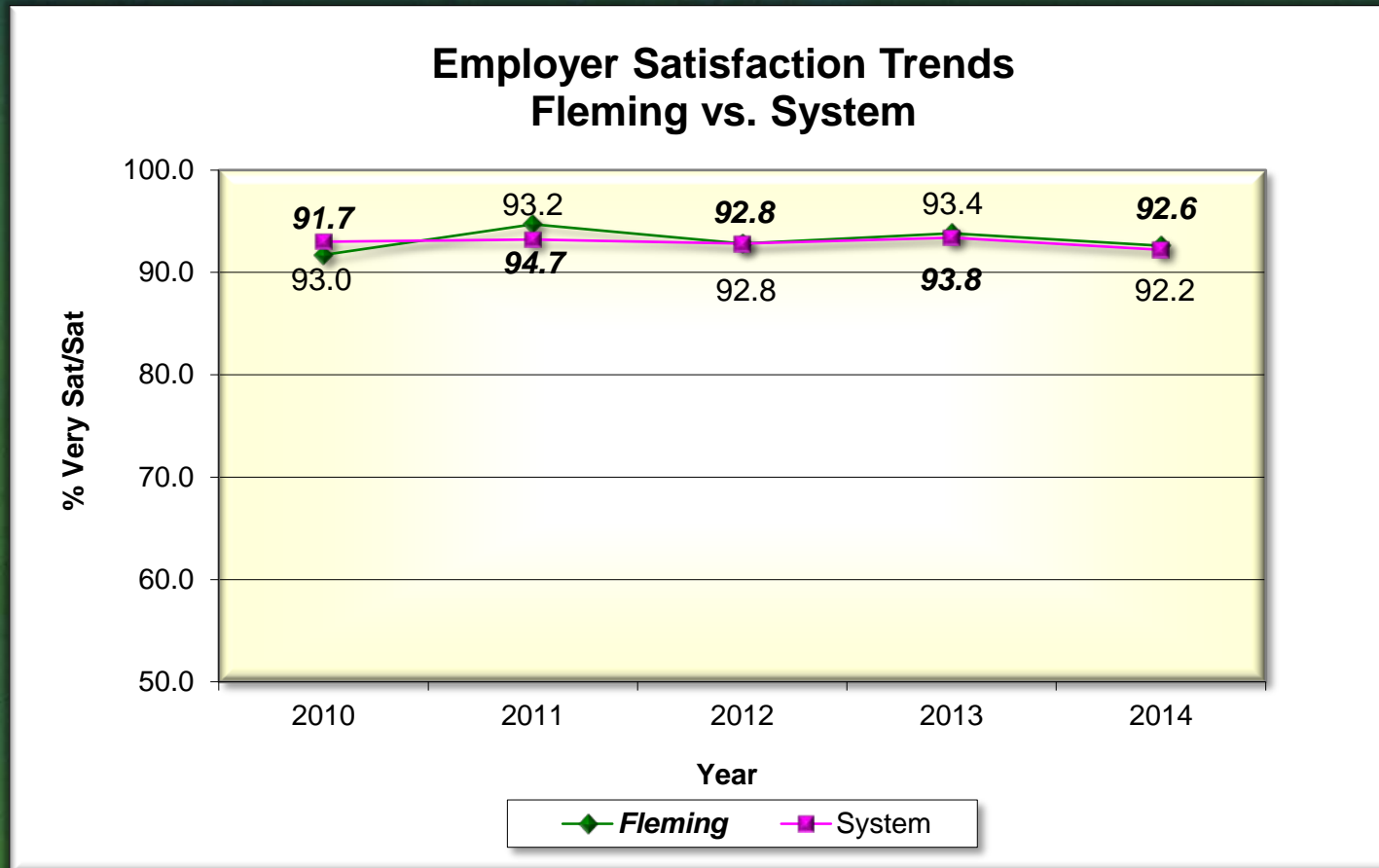
Fleming College

KPI Employment Rate Trends



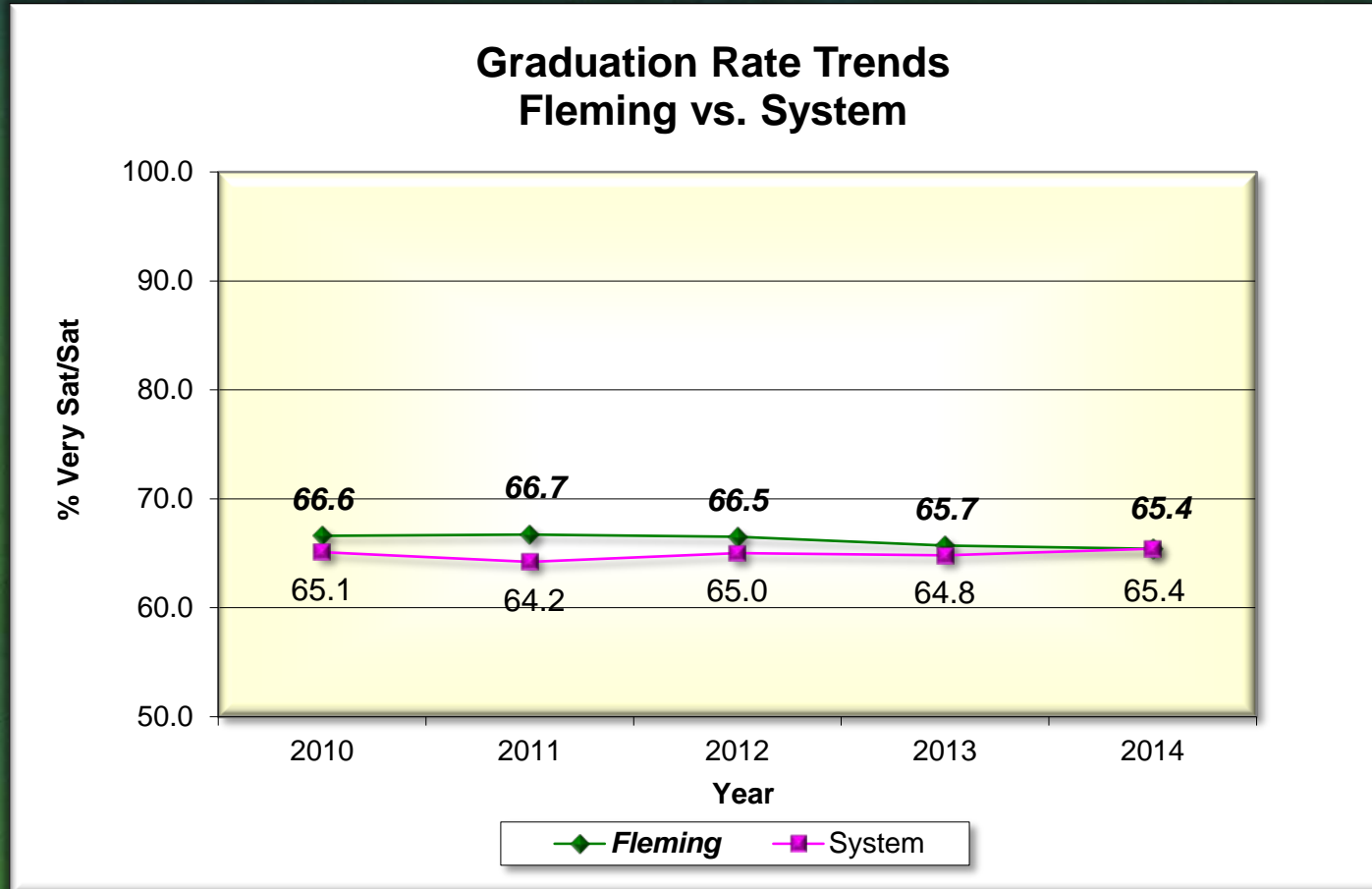
Fleming College

KPI Employer Satisfaction Trends



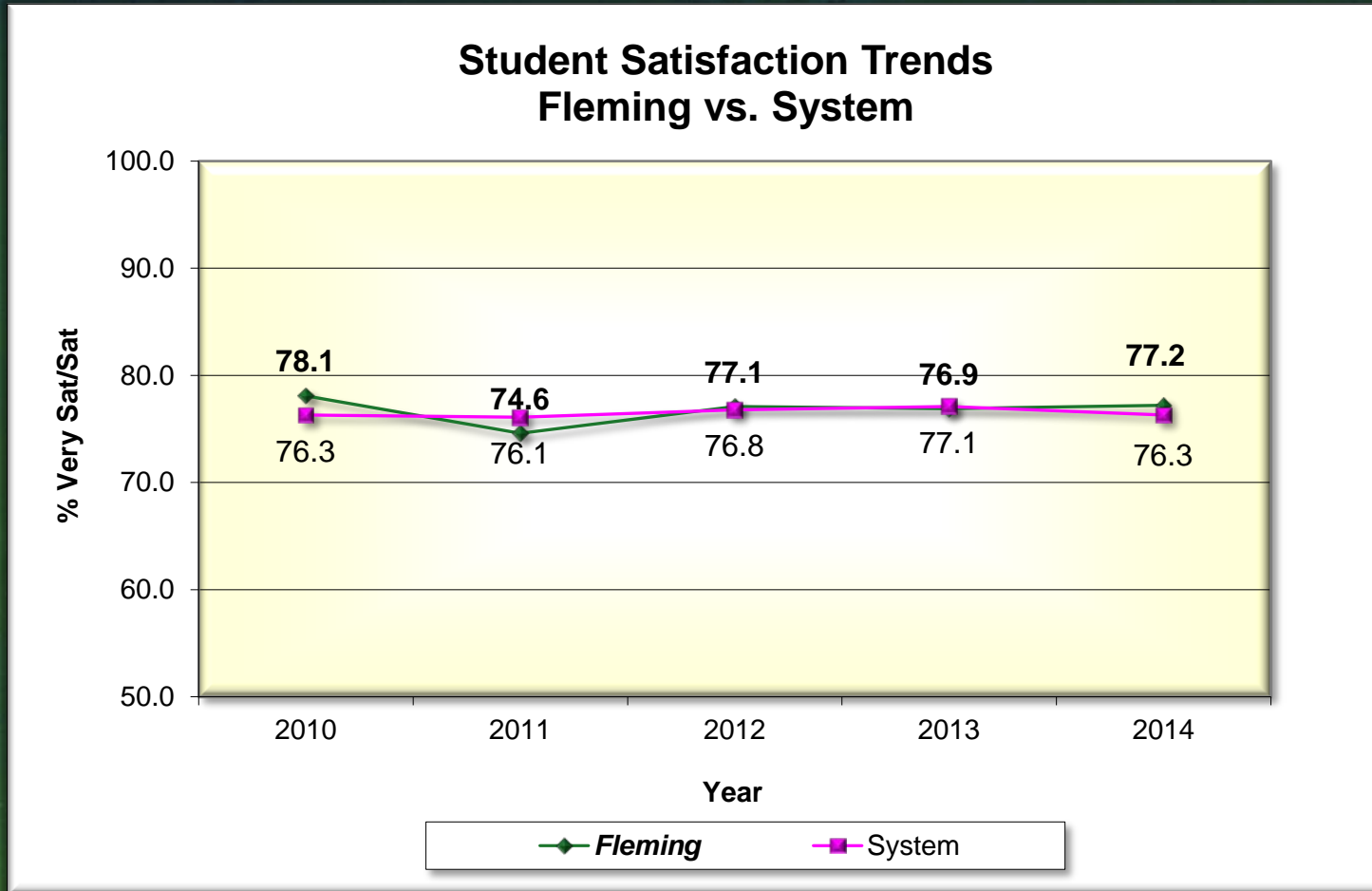
Fleming College

KPI Graduation Rate Trends



Fleming College

KPI Student Satisfaction Trends



Fleming College

KPI Student Satisfaction Changes

Academic Questions

4 NEW Questions

Q17 Promptness of feedback on your work.

Q19 Quality of the learning experiences related to the background theory and concepts of your program.

Q20 Quality of the learning experiences related to the practical skills or hands-on aspects of your program.

Q21 Quality of the learning experiences related to any online instruction.

5 Questions REMOVED

Q4 Includes topics relevant to your future success.

Q15 Teachers' knowledge of their subjects.

Q20 Quality of classroom learning.

Q21 Quality of lab/shop learning.

Q22 Quality of other learning experiences.



Fleming College

KPI Student Satisfaction Changes

Service; Facility/Resource Questions

6 NEW Questions

Q27 Academic advising services.

Q31 International Office and other international student services.

Q41 Internet connectivity.

Q44 Social spaces.

Q46 Accessibility of buildings, classrooms, and lab/shops for students with disabilities.

Q48 General condition of buildings and campus grounds.

2 Questions REMOVED

Q28 Open Access Computer Labs/Resources.

Q30 Special Skills Services.



KPI Student Satisfaction

% Very Satisfied/Satisfied

	Q13 <i>Program giving Knowledge & Skills Useful to Future Career</i>				Q24 <i>OVERALL quality of Program Learning Experiences</i>				Q39 <i>OVERALL quality of Services</i>				Q49 <i>OVERALL quality of Facilities/Resources</i>				Overall KPI			
	% 2014	% 2013	% 2012	% Diff 2013/2014	% 2014	% 2013	% 2012	% Diff 2013/2014	% 2014	% 2013	% 2012	% Diff 2013/2014	% 2014	% 2013	% 2012	% Diff 2013/2014	% 2014	% 2013	% 2012	% Diff 2013/2014
Fleming	86.8	85.9	86.8	+0.9	79.4	79.5	80.5	-0.1	65.3	69.8	69.1	-4.5	77.3	72.2	72.1	+5.1	77.2	76.9	77.1	+0.3
System	87.2	87.2	87.4	0.0	80.0	80.5	80.8	-0.5	64.2	69.7	68.8	-5.5	73.8	71.0	70.1	+2.8	76.3	77.1	76.8	-0.8

Students were included in KPI if they answered all 4 CAPSTONE questions and the semester question (Q2). Those in first semester were excluded. Values represent the percentage of students who were Very Satisfied or Satisfied with each statement.

Question 13: OVERALL, your program is giving you knowledge and skills that will be useful in your future career.

Question 24: The OVERALL quality of learning experiences in this program.

Question 39: The OVERALL quality of the services in the college.

Question 49: The OVERALL quality of facilities/resources in the college.



Fleming College

REPORT TO THE BOARD OF GOVERNORS

SUBJECT: *Enrolment Update: Summer 2014, Fall 2014*

PRESENTED BY: Dr. Brenda Pander-Scott, Registrar

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

For Information

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

This report on the Summer 2014 enrolment results provide insight into anticipated Fall 2014 results after consideration of various factors.

Summer 2014

Total enrolment for the summer semester, which includes both new and returning students, has reached 1,207. This exceeds the 2013 summer enrolment by 110 students and is our highest summer enrolment ever, representing growth of 26% over two years.

Most of the growth can be attributed to a greater number of students opting to start programs in January who then move on to return for their next semester in the summer. Additional program offerings and an increase in international students have also led to the growth in summer students. The Schools seeing the largest increases include Environmental and Natural Resource Sciences and Skilled Trades and Technology.

Fall 2014 Intake Enrolment

Domestic applications for fall 2014 are currently up by 1% while confirmations have declined by 4%. This decline is in part related to waitlist offer release timing that will resolve over time. After considering the waitlist factor, it is anticipated we are tracking about 2 to 3% behind last year in confirmations. The system is down 1%. International applications are on par with last year.

Based on activity to date and analysis of this activity at the program level, we believe there is the possibility of an intake enrolment decline of about 3%. Our focus is on closing this gap. With three months remaining before the start of September classes, several marketing and conversion strategies have been put in place. The College is hopeful that these initiatives will have a positive impact.

Our strong summer performance is also anticipated to positively impact our overall fall results with a greater number of summer students expected to move on to enter their next semester in the fall.

Fall 2014 enrolment results are a work in progress with many factors and strategies in play that will impact the final outcome. We will be working towards ensuring the most positive outcome possible.

PREPARED BY: Brenda Pander-Scott, Registrar



2013/14 vs. 2012/13

All Enrolment Day 10

	2012/13 Grand Total	2013/14 Grand Total	% Change
New	4,447	4,299	-3.3%
Returning	8,339	8,606	3.2%
Total	12,786	12,905	0.9%



Summer 2014 vs. 2013

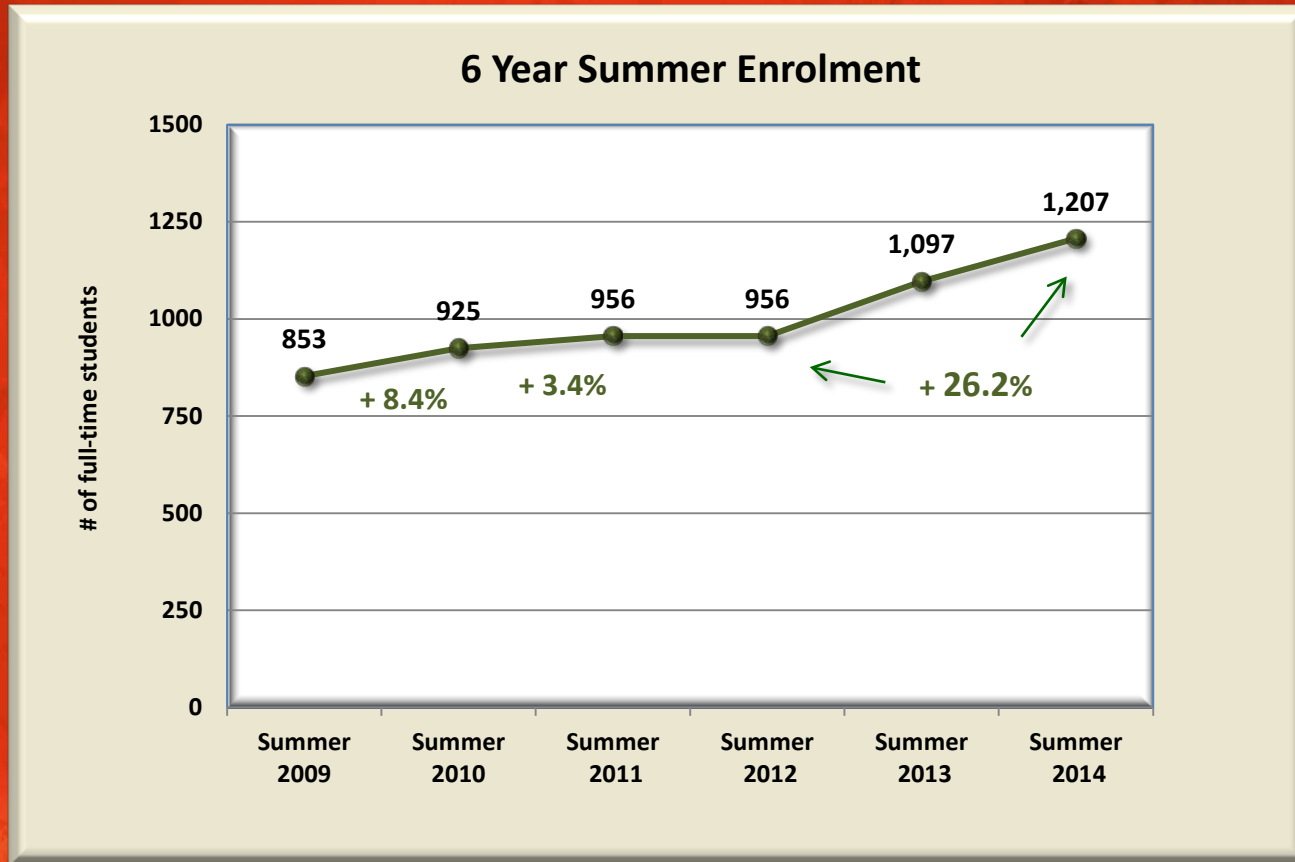
All Enrolment Day 10

	Domestic			International			Total		
	New	Returning	All	New	Returning	All	New	Returning	All
Summer 2013	92	880	972	2	123	125	94	1,003	1,097
Summer 2014	124	888	1,012	75	120	195	199	1,008	1,207
<i># Diff</i>	32	8	40	73	-3	70	105	5	110
<i>% Diff</i>	34.8%	0.9%	4.1%	3650.0%	-2.4%	56.0%	111.7%	0.5%	10.0%



6 Year Enrolment

All Summer Enrolment Day 10





Looking Ahead to Fall 2014

Current State

- Domestic applications up 1%, confirmations down 4%
- System confirmations down 1%

Strategies

- Targeted program focus
- Additional marketing and conversion efforts
- Expansion of some fall targets in popular programs
- Continued international recruitment efforts

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 Committee. Overall, the project is on track for classes commencing in September 2014 and is on budget.

KTTC Update - 6 May 2014
Construction site

Item	% complete This report	% complete last report (16 April 2014)	Projected completion date this report	Projected completion date last report	Completion date as per original schedule (26 Sept 2012)
Project Schedule	78	67	15 August 2014	15 August 2014	
Main Building	78	67	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.)	95	93	20 June 2014	27 March 2014	31 Jul 2013
Interior Wall Construction	86	56	20 May 2014	20 May 2014	23 Dec 2013
Finishes	46	12	2 July 2014	2 July 2014	7 Mar 2014
Fittings (millwork)	19	17	9 July 2014	26 June 2014	28 Feb 2014
Electrical	81	67	9 July 2014	9 July 2014	7 Mar 2014
Fire Alarm	90	65	9 July 2014	9 July 2014	7 Mar 2014
Mechanical (Plumbing)	73	64	9 July 2014	24 June 2014	28 Feb 2014
Mechanical (HVAC)	88	79	3 July 2014	3 July 2014	7 Mar 2014
Sprinkler and Fire Protection	71	63	9 July 2014	9 July 2014	7 Mar 2013
Exterior work and landscaping	71	64	13 June 2014	6 June 2014	30 Dec 2013
Kube (three storey structure)	31	0	27 August 2014	12 September 2014	
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 started 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

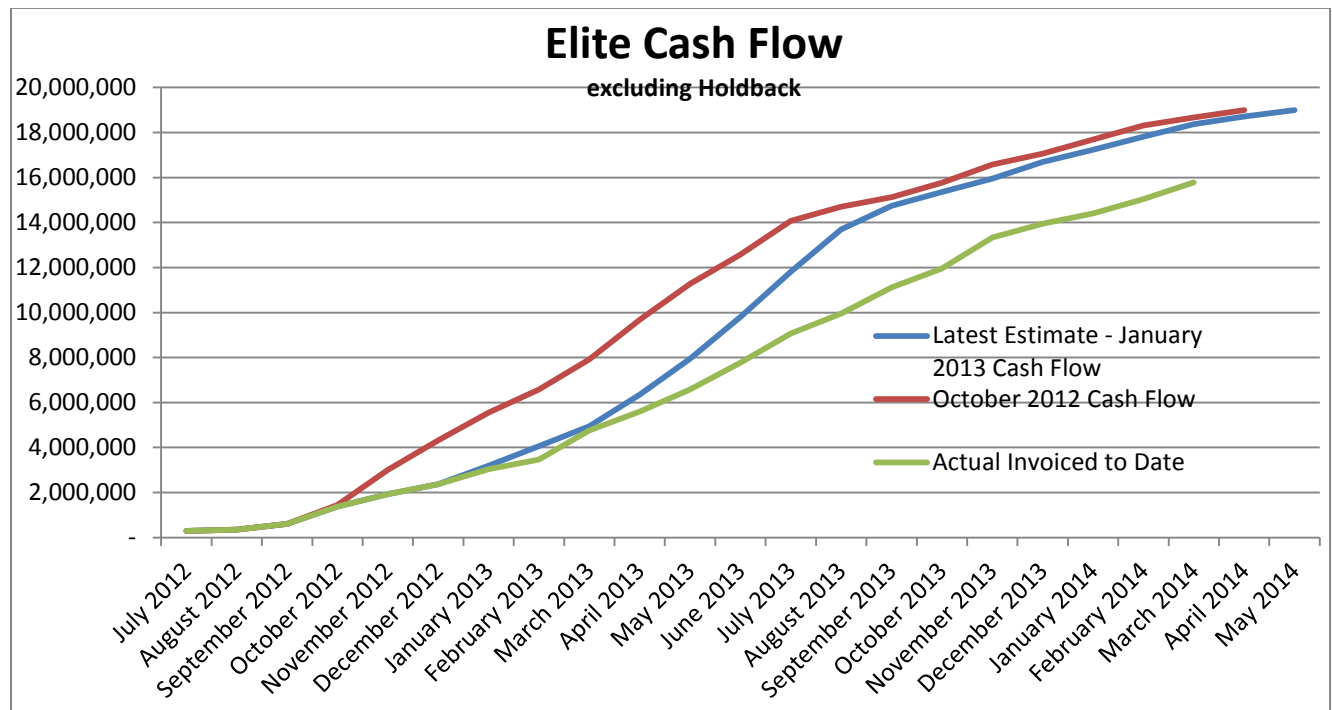
Internal Planning

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	100	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 ready for tender	85	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

The schedule continues to be the key risk until the end of the project.

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

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College 2013-2014 Financial Statements*

PRESENTED BY: Governor Degeer, Chair – Audit 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 2013-2014 Financial Statements, indicating net assets as at March 31, 2014 of \$10,911,877.

SOURCE

- Ministry Policy Framework: *Governance and Accountability*, Audited Financial Statements Operating Procedure
- Audited Financial Statements for the year ended March 31, 2014 as compiled by KPMG, external auditors (identified as Draft #4 May 21, 2014 – attached)
- Audit Committee meeting May 28, 2014

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

Colleges are required to provide the Ministry with audited financial statements after the end of every fiscal year. The Operating Procedure under the Ministry Framework outlines the minimum content of the audited financial statements.

The board of governors of a college is responsible for approving the college's audited financial statements.

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

The Ministry's Operating Procedure identifies submission of the audited financial statements mid-June; a copy is also to be included in the Annual Report. Once approved by the Board of Governors, the statements will be filed with the Ministry by the June 16, 2014 deadline.

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

The 2013-2014 fiscal year resulted in an increase in total net assets of \$323,787 due to an excess of revenue over expenditure of \$63,981, additional endowment contributions of \$146,806, donation of land \$55,000 and a decrease in the deferred derivative liability of \$58,000

The enclosed *Report of the Vice-President Finance and Administration* provides additional information related to the 2013-2014 fiscal year.

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

Financial Statements of

**SIR SANDFORD FLEMING
COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Year ended March 31, 2014

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Sir Sandford Fleming
College of Applied Arts and Technology

We have audited the accompanying financial statements of Sir Sandford Fleming College of Applied Arts and Technology, which comprise the statement of financial position as at March 31, 2014, the statements of operations, changes in net assets, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sir Sandford Fleming College of Applied Arts and Technology as at March 31, 2014 and its results of operations, its changes in net assets, its cash flows and its remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Canada

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Financial Position

March 31, 2014, with comparative information for 2013

	2014	2013
Assets		
Current assets:		
Cash	\$ 10,488,553	\$ 6,297,865
Short-term investments (note 4)	8,638,441	8,635,205
MTCU receivables	4,563,221	4,648,928
Accounts receivable	4,328,692	4,532,344
Inventory and prepaid expenses	934,388	736,216
Notes receivable (note 2)	—	37,887
	28,953,295	24,888,445
Restricted investments for endowments, bursaries and other (notes 3 and 4)	8,945,480	8,428,393
Capital assets (note 5)	103,319,877	86,677,042
	\$ 141,218,652	\$ 119,993,880

	2014	2013
Liabilities, Deferred Contributions and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 11,671,502	\$ 7,984,028
Accrued payroll and employee benefits	11,304,749	10,487,172
MTCU grants received in excess of entitlements	827,265	695,609
Deferred revenue	7,204,300	6,478,337
Current portion of long-term debt (note 7)	1,201,874	1,304,278
	<u>32,209,690</u>	<u>26,949,424</u>
Long-term debt (note 7)	14,007,285	15,209,159
Deferred derivative liability (note 7)	169,000	227,000
Post-employment benefits and compensated absences (note 8)	4,295,000	4,451,000
	<u>18,471,285</u>	<u>19,887,159</u>
Deferred contributions:		
Bursaries and other	2,560,174	2,189,893
Deferred capital contributions (note 6)	77,065,626	60,379,314
	<u>79,625,800</u>	<u>62,569,207</u>
Net assets:		
Invested in capital assets (note 9)	14,708,093	11,937,492
Internally restricted (note 15)	1,976,000	1,976,000
Unrestricted net assets:		
Operating	(1,529,475)	1,150,356
Post-employment benefits and compensated absences	(4,295,000)	(4,451,000)
Vacation pay accrual	(6,164,047)	(6,036,258)
	<u>(11,988,522)</u>	<u>(9,336,902)</u>
Accumulated rereasurement losses	(169,000)	(227,000)
Restricted for endowment	6,385,306	6,238,500
	<u>10,911,877</u>	<u>10,588,090</u>
Commitments (note 16)		
	<u>\$ 141,218,652</u>	<u>\$ 119,993,880</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

Chair of the Board of Governors

President

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Operations

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Revenue:		
MTCU grants and reimbursements	\$ 51,724,991	\$ 49,636,536
Student tuition	26,918,148	24,350,419
Other	15,033,603	15,006,144
Ancillary operations	4,059,413	4,008,261
Amortization of deferred capital contributions (note 6)	3,571,423	3,774,027
	<u>101,307,578</u>	<u>96,775,387</u>
Expenditures:		
Salaries	56,375,950	53,160,340
Benefits	11,552,043	11,002,490
Instructional support	6,027,873	5,643,890
Travel and professional development	1,257,104	1,198,733
Advertising	1,081,786	1,028,689
Telephone, legal and audit	1,226,880	1,167,106
Equipment maintenance	429,166	448,576
Plant and security	4,165,969	3,360,796
Rental and taxes	1,107,945	1,127,786
Utilities	2,853,245	2,312,618
Contract services and other	5,464,981	5,624,730
Bursaries	2,937,395	2,454,065
Supplementary	549,309	272,414
Interest on long-term debt	544,813	475,258
Amortization of capital assets	5,669,138	6,271,950
	<u>101,243,597</u>	<u>95,549,441</u>
Excess of revenue over expenditures	<u>\$ 63,981</u>	<u>\$ 1,225,946</u>

See accompanying notes to financial statements.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Changes in Net Assets

Year ended March 31, 2014, with comparative information for 2013

						2014	2013
	Invested in capital assets (note 9(a))	Internally restricted (note 15)	Restricted for endowment	Unrestricted	Accumulated remeasurement gains (losses)	Total	Total
Net assets, beginning of year	\$ 11,937,492	\$ 1,976,000	\$ 6,238,500	\$ (9,336,902)	\$ (227,000)	\$ 10,588,090	\$ 9,321,365
Excess (deficiency) of revenue over expenditures (note 9(b))	(2,084,515)	—	—	2,148,496	—	63,981	1,225,946
Endowment contributions	—	—	146,806	—	—	146,806	26,779
Net change in investment in capital assets (note 9(b))	4,800,116	—	—	(4,800,116)	—	—	—
Donation of land	55,000	—	—	—	—	55,000	—
Remeasurement gains	—	—	—	—	58,000	58,000	14,000
Net assets, end of year	\$ 14,708,093	\$ 1,976,000	\$ 6,385,306	\$ (11,988,522)	\$ (169,000)	\$ 10,911,877	\$ 10,588,090

See accompanying notes to financial statements.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Cash Flows

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenditures	\$ 63,981	\$ 1,225,946
Items not involving cash:		
Amortization of capital assets	5,669,138	6,271,950
Amortization of deferred capital contributions	(3,571,423)	(3,774,027)
Donation of land	55,000	-
Loss (gain) on disposal of capital assets	(13,200)	63,803
Donation of capital assets	(644,560)	(58,357)
	1,558,936	3,729,315
Accruals for post-employment benefits and compensated absences	(156,000)	(330,000)
Change in non-cash operating working capital:		
MTCU receivables	85,707	243,039
Accounts receivable	203,652	1,580,966
Inventory and prepaid expenses	(198,172)	(31,408)
Accounts payable and accrued liabilities	3,687,474	1,293,547
Accrued payroll and employee benefits	817,577	389,593
MTCU grants received in excess of entitlements	131,656	(465,048)
Deferred revenue	725,963	857,452
	6,856,793	7,267,456
Capital activities:		
Deferred capital contributions	20,257,735	8,346,361
Purchase of capital assets	(21,667,413)	(9,098,152)
Proceeds on disposal of capital assets	13,200	-
	(1,396,478)	(751,791)
Financing activities:		
Deferred contributions, bursaries and other	370,281	260,829
Endowment contributions	146,806	26,779
Repayment of demand loan	-	(14,921,000)
Issuance of long-term debt	-	14,921,000
Principal payments on long-term debt	(1,304,278)	(1,648,425)
	(787,191)	(1,360,817)

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Cash Flows (continued)

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Investing activities:		
Invested in short-term investments, net	(3,236)	(3,141,062)
Increase in restricted investments for endowments, bursaries and other	(517,087)	(287,608)
Notes receivable	37,887	506,499
	<u>(482,436)</u>	<u>(2,922,171)</u>
Increase in cash	4,190,688	2,232,677
Cash, beginning of year	6,297,865	4,065,188
Cash, end of year	<u>\$ 10,488,553</u>	<u>\$ 6,297,865</u>
Supplemental cash flow information:		
Interest paid	\$ 544,813	\$ 475,258
Interest received	404,895	337,705

See accompanying notes to financial statements.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Statement of Remeasurement Gains and Losses

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Accumulated remeasurement gains and losses, beginning of year	\$ (227,000)	\$ –
Adjustment of swap derivatives	–	(241,000)
Unrealized gain on swap derivatives	58,000	14,000
Accumulated remeasurement gains and losses, end of year	\$ (169,000)	\$ (227,000)

See accompanying notes to financial statements.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements

Year ended March 31, 2014

Sir Sandford Fleming College of Applied Arts and Technology (the "College") was established as a corporation without share capital, as set out in the Ontario Colleges of Applied Arts and Technology Act. The Corporations Act governs the corporate affairs of the College and became effective April 1, 2003. The College is principally involved in providing post-secondary educational services. Under the Income Tax Act (Canada), the College is considered a registered charity and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

1. Significant accounting policies:

(a) Basis of accounting:

These financial statements are the representation of management and have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations ("Government NPOs"), including the 4200 Series of Standards, as issued by the Public Sector Accounting Board ("PSAB").

(b) Revenue recognition:

The College follows the deferral method of accounting for contributions and other revenues. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases to net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Other revenues are recognized when received or receivable and the amount can be reasonably estimated and collection is assured.

The College defers the portion of the revenue related to the delivery of programs and courses that takes place after March 31.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

1. Significant accounting policies (continued):

(c) Library books:

Library book purchases are recorded as an operating expenditure at the time of purchase.

(d) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expenditure. Betterments which extend the estimated life of an asset are capitalized. Capital assets are amortized on a straight-line basis using the following annual rates:

Buildings	2-1/2%
Site improvements	10%
Furniture and equipment	20%
Computer equipment	33-1/3%
Residence furniture	6-2/3%
Fibre optic system	5%
Enterprise Resource Planning System	14%
Leasehold improvements	Over term of lease
Sport and Wellness Centre	Over term of lease
Sports fields	5%

Construction in progress is not amortized until it is available for use.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

1. Significant accounting policies (continued):

(e) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave, non-vesting sick leave and compensated absences. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service lives of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.
- (v) The cost of compensated absences is determined using management's best-estimate of the length of the compensated absences.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

1. Significant accounting policies (continued):

(f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

(i) Fair value:

This category includes derivatives and equity instruments quoted in an active market. The College has elected to continue carrying its bond portfolio that would otherwise be classified into the amortized cost category at fair value as the College reports performance of it on a fair value basis. They are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations for unrestricted financial instruments. Changes in fair value on restricted assets are recognized as a liability until the criteria attached to the restriction has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations for unrestricted investments.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

1. Significant accounting policies (continued):

(ii) Amortized cost:

This category includes accounts receivable, notes receivable, MTCU receivables, accounts payable and accrued liabilities, accrued payroll and employee benefits, MTCU grants received in excess of entitlements and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write down being recognized in the statement of operations.

(g) Inventory:

Inventory is valued at the lower of cost on a first-in, first-out basis and replacement cost.

(h) Foreign currency:

Foreign currency transactions are recorded at the exchange rate at the financial statement date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. In the period of settlement, the realized foreign exchange gains and losses are recognized in the statement of operations and the unrealized balances are reversed from the statement of remeasurement gains and losses.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

1. Significant accounting policies (continued):

(i) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the year. These estimates and assumptions are based on management's historical experience, best knowledge of current events and actions that the Board of Governors ("Board") may undertake in the future. Significant accounting estimates include allowance for doubtful accounts, actuarial estimates of post-employment benefits and compensated absences and estimated useful lives of capital assets. Actual results could differ from those estimates.

2. Notes receivable:

The notes receivable balance includes nil (2013 - \$37,887) due from the Sir Sandford Fleming College Student Administrative Council, Peterborough Campus ("SAC").

The funds were utilized by SAC for their contribution to The Peterborough Sport and Wellness Centre construction.

The notes receivable bear interest at the average interest rate earned on the College bank account of 1.25% (2013 - 1.25%).

Total interest earned during the year is \$199 (2013 - \$6,727) and principal repayments received during the year totalled \$37,887 (2013 - \$506,499).

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

3. Restricted investments for endowments, bursaries and other:

Investments in the amount of \$8,945,480 (2013 - \$8,428,393) are restricted as to use and are not available for general operations. Fair value is described in note 1.

4. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

2014	Fair value	Amortized cost	Total
Cash	\$ 10,488,553	\$ -	\$ 10,488,553
Short-term investments	8,638,441	-	8,638,441
MTCU receivables	-	4,563,221	4,563,221
Accounts receivable	-	4,328,692	4,328,692
Restricted investments for endowments, bursaries and other	8,945,480	-	8,945,480
Accounts payable and accrued liabilities	-	(11,671,502)	(11,671,502)
Accrued payroll and employee benefits	-	(10,734,749)	(10,734,749)
MTCU grants received in excess of entitlements	-	(827,265)	(827,265)
Long-term debt	-	(15,209,159)	(15,209,159)
Deferred derivative liability	(169,000)	-	(169,000)
	\$ 27,903,474	\$ (29,550,762)	\$ (1,647,288)

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

4. Financial instrument classification (continued):

2013	Fair value	Amortized cost	Total
Cash	\$ 6,297,865	\$ –	\$ 6,297,865
Short-term investments	8,635,205	–	8,635,205
MTCU receivables	–	4,648,928	4,648,928
Accounts receivable	–	4,532,344	4,532,344
Notes receivable	–	37,887	37,887
Restricted investments for endowments, bursaries and other	8,428,393	–	8,428,393
Accounts payable and accrued liabilities	–	(7,984,028)	(7,984,028)
Accrued payroll and employee benefits	–	(10,487,172)	(10,487,172)
MTCU grants received in excess of entitlements	–	(695,609)	(695,609)
Long-term debt	–	(16,513,437)	(16,513,437)
Deferred derivative liability	(227,000)	–	(227,000)
	\$ 23,134,463	\$ (26,461,087)	\$ (3,326,624)

Short-term investments and restricted investments for endowment, bursaries and other consist of equity instruments in Canadian public companies, government and corporate bonds and guaranteed investment certificates.

	Level	2014	2013
Money market	1	\$ 283,116	\$ 219,743
Fixed income	1	15,009,643	15,038,238
Canadian equity	1	2,291,162	1,805,617
		\$ 17,583,921	\$ 17,063,598

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

4. Financial instrument classification (continued):

Maturity profile of bonds held is as follows:

2014	Within 1 year	2 - 5 years	6 - 10 years	Over 10 years	Total
Carrying value	\$ 62,486	\$ 967,218	\$ 1,294,564	\$ –	\$ 2,324,268
Percentage of total	3	41	56	–	100

2013	Within 1 year	2 - 5 years	6 - 10 years	Over 10 years	Total
Carrying value	\$ 136,700	\$ 1,561,187	\$ 1,493,278	\$ 101,585	\$ 3,292,750
Percentage of total	4	48	45	3	100

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3 based on the degree to which the fair value is observable:

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

4. Financial instrument classification (continued):

All cash, short-term investments and restricted investments for endowments, bursaries and other are classified as Level 1 financial instruments. The deferred derivative liability is classified as a Level 3 financial instrument.

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2014 and 2013. There were also no transfers in or out of Level 3. For a sensitivity analysis of financial instruments recognized in Level 3 see note 11 - Interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

5. Capital assets:

			2014	2013
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 2,479,937	\$ –	\$ 2,479,937	\$ 2,424,937
Buildings	128,246,475	40,491,567	87,754,908	74,241,454
Site improvements	4,327,846	2,926,935	1,400,911	1,068,509
Furniture and equipment	21,917,629	17,226,628	4,691,001	4,367,205
Computer equipment	6,630,526	5,447,762	1,182,764	786,185
Residence furniture	1,086,301	909,188	177,113	249,533
Fibre optic system	1,560,459	736,694	823,765	901,788
Enterprise Resource Planning System	3,888,562	3,882,777	5,785	123,629
Leasehold improvements	785,708	582,077	203,631	309,892
Sport and Wellness Centre	2,470,079	434,447	2,035,632	2,085,082
Sports fields	2,629,630	65,200	2,564,430	118,828
	\$ 176,023,152	\$ 72,703,275	\$ 103,319,877	\$ 86,677,042

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

5. Capital assets (continued):

The total capital asset additions purchased and donated during the year was \$22,311,973 (2013 - \$9,156,509). The Ministry of Training, Colleges and Universities ("MTCU") contributed \$13,296,462 (2013 - \$5,985,442), other provincial funding \$644,351 (2013 - \$134,928), the federal government \$656,100 (2013 - \$60,447), private companies \$746,295 (2013 - \$62,871), fundraising \$719,911 (2013 - \$580,422), Student Associations \$2,684,818 (2013 - \$138,941) and internal funds \$3,564,036 (2013 - \$2,193,458).

Included in buildings and sports fields is capital in progress in the amount of \$23,799,479 (2013 - \$8,883,417) and nil (2013 - \$118,828), respectively.

6. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balance are as follows:

	2014	2013
Balance, beginning of year	\$ 60,379,314	\$ 55,806,980
Less amounts amortized to revenue	3,571,423	3,774,027
	56,807,891	52,032,953
Contributions received for capital purposes	20,257,735	8,346,361
Balance, end of year	\$ 77,065,626	\$ 60,379,314

As at March 31, 2014, there was \$3,663,001 (2013 - \$2,153,201) of deferred capital contributions received that were not spent.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

7. Long-term debt:

	2014	2013
Lindsay Student Residence loan, payable \$26,701 monthly, including interest at 4.514%, due June 2015, secured by specific property	\$ 388,712	\$ 684,298
Less principal repayments due within one year	309,209	295,586
	79,503	388,712
Brealey Student residence loan, payable \$630,940 semi-annually, including interest at 3.218%, due July 2027, secured by specific property	13,729,447	14,530,139
Less principal repayments due within one year	826,665	800,692
	12,902,782	13,729,447
The Peterborough Sport and Wellness Centre loan payable, secured by specific property	1,091,000	1,153,000
Less principal repayment due within one year	66,000	62,000
	1,025,000	1,091,000
Enterprise Resource Planning System loan payable, secured by specific property	-	146,000
Less principal repayment due within one year	-	146,000
	-	-
	\$ 14,007,285	\$ 15,209,159

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

7. Long-term debt (continued):

The College has entered into an interest swap for The Peterborough Sport and Wellness Centre. The fair value of the interest rate swap has been recorded as a deferred derivative liability.

The fair value of the interest rate swap has been determined using Level 3 of the fair value hierarchy. The fair value of interest rate swap is based on broker quotes. These quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date.

The Peterborough Sport and Wellness Centre swap has a notional value of \$1,500,000, whereby that portion of the loan payable is fixed at 5.49%, inclusive of the stamping fee. Principal repayments are due quarterly with the swap agreement expiring on June 13, 2026. The fair value of the swap liability is \$169,000 (2013 - \$227,000).

The principal repayments due in the next five years and thereafter are as follows:

2015	\$ 1,201,874
2016	1,001,985
2017	954,167
2018	985,751
2019	1,020,263
Thereafter	10,045,119
	<hr/>
	\$ 15,209,159

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

8. Post-employment benefits and compensated absences liability:

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses:

					2014	2013
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Compensated absences	Total liability	Total liability
Accrued employee future benefits obligations	\$ 702,000	\$ 2,173,000	\$ 348,000	\$ 193,000	\$ 3,416,000	\$ 4,616,000
Value of plan assets	(110,000)	—	—	—	(110,000)	(109,000)
Unamortized actuarial gains (losses)	103,000	828,000	58,000	—	989,000	(56,000)
	\$ 695,000	\$ 3,001,000	\$ 406,000	\$ 193,000	\$ 4,295,000	\$ 4,451,000

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

8. Post-employment benefits and compensated absences liability (continued):

					2014	2013
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Compensated absences	Total expense	Total expense
Current year benefit costs	\$ (28,000)	\$ 164,000	\$ 18,000	\$ 193,000	\$ 347,000	\$ 388,000
Interest on accrued benefit obligation	5,000	62,000	6,000	–	73,000	94,000
Amortized actuarial gains	3,000	5,000	1,000	–	9,000	23,000
	\$ (20,000)	\$ 231,000	\$ 25,000	\$ 193,000	\$ 429,000	\$ 505,000

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

8. Post-employment benefits and compensated absences liability (continued):

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below:

(a) Retirement benefits:

Employees of the College are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly sponsored defined benefit plan for eligible employees of the Colleges of Applied Arts and Technology and related employers in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2014 indicated an actuarial surplus of \$525,000,000. In 2014, the College's contributions amounted to \$5,299,404 (2013 - \$5,014,216) to the Plan, which has been included in the statement of operations.

The College made contributions to the Retirement Compensation Arrangement ("RCA") equal to those of the qualifying employees to December 31, 2012. Beginning January 1, 2013, the College contributions were triple the employee contributions. In 2014, the College's contributions to RCA amounted to \$85,752 (2013 - \$39,365), and has been included in the statement of operations.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

8. Post-employment benefits and compensated absences liability (continued):

(b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

(i) Discount rate:

The present value as at March 31, 2014, of the future benefits was determined using a discount rate of 2.70% (2013 - 2.10%).

(ii) Drug costs:

Drug costs were assumed to increase at a 9.0% rate for 2014 (2013 - 10.5%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2014 (2013 - 4.0% in 2026).

(iii) Hospital and other medical:

Hospital and other medical costs were assumed to increase at 4.0% per annum (2013 - 4.0%).

Medical premium increases were assumed to increase at 7.5% per annum in 2014 (2013 - 8.0%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2014 (2013 - 4.0% in 2026).

(iv) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2014 (2013 - 4.0%).

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

8. Post-employment benefits and compensated absences liability (continued):

(c) Compensated absences:

(i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

(ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2014	2013
Wage and salary escalation	0.00% - 1.75%	0.00% - 2.00%
Discount rate	2.70%	2.10%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 38.7% and nil to 18.8 days, respectively, for age groups ranging from 20 and under to 65 and over in bands of five years.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

9. Net assets invested in capital assets:

(a) Net assets invested in capital assets represent the following:

	2014	2013
Capital assets, at cost (note 5)	\$ 176,023,152	\$ 155,239,354
Accumulated amortization (note 5)	(72,703,275)	(68,562,312)
Long-term debt:		
Long-term portion (note 7)	(14,007,285)	(15,209,159)
Current portion (note 7)	(1,201,874)	(1,304,278)
Deferred contributions related to capital assets (note 6)	(73,402,625)	(58,226,113)
Balance, end of year	\$ 14,708,093	\$ 11,937,492

(b) The change in net assets invested in capital assets is calculated as follows:

	2014	2013
Excess (deficiency) of revenue over expenditures:		
Amortization of deferred capital contributions	\$ 3,571,423	\$ 3,774,027
Amortization of capital assets	(5,669,138)	(6,271,950)
Gain (loss) on disposal of capital assets	13,200	(63,803)
	\$ (2,084,515)	\$ (2,561,726)
Net change in investment in capital assets:		
Donated and purchased capital assets	\$ 22,256,973	\$ 9,156,509
Amounts funded by deferred capital contributions	(18,747,935)	(6,963,049)
Repayment of demand loan	-	14,921,000
Repayment of debt	1,304,278	1,648,425
Issuance of long-term debt	-	(14,921,000)
Proceeds on disposal	(13,200)	-
	\$ 4,800,116	\$ 3,841,885

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

10. Investment income:

Investment income earned and recorded as other revenue in the statement of operations is calculated as follows:

	2014	2013
Unrestricted resources	\$ 171,728	\$ 163,277
Endowment funds	233,167	174,428
	<u>\$ 404,895</u>	<u>\$ 337,705</u>

11. Financial instrument and risk management:

(a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor falls to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, notes receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$200,000 (2013 - \$200,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio, including portfolio composition, issuer type, bond quality, aggregate issuer, corporate sector and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in government bonds, bank listed schedule I or II or a branch in Canada of an authorized foreign bank under the Bank Act. Externally restricted and endowment funds, which are generally money and donations for scholarships and bursaries, can be invested in corporate bonds with a credit rating of A(R-1) or better. All other College funds are restricted to corporate bonds with a rating of AAA.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

11. Financial instrument and risk management (continued):

The maximum exposure to investment credit risk is outlined in note 4.

Student receivables are ultimately due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The maximum exposure to credit risk of the College at March 31, 2014 is the carrying value of these assets.

	2014	2013
MTCU receivables	\$ 4,563,221	\$ 4,648,928
Student receivables	444,076	415,422
Other receivables	4,043,616	4,281,922
	9,050,913	9,346,272
Less allowance for doubtful accounts	159,000	165,000
	\$ 8,891,913	\$ 9,181,272

Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

11. Financial instrument and risk management (continued):

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's application is monitored by management, the investment managers and the Board. Diversification techniques are utilized to minimize risk. The policy sets limits and the maximum amount allowable per investment grade non-government fixed income issue at the greater of 15% of the total portfolio or 20% of the fixed income portfolio.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(i) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange rates when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

11. Financial instrument and risk management (continued):

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest-bearing investments and long-term debt.

The College mitigates interest rate risk on its long-term debt through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 7). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 1.67% to 4.27% (2013 - 1.67% to 5.35%) with maturities ranging from April 30, 2014 to September 8, 2023 (2013 - June 3, 2013 to January 15, 2027).

At March 31, 2014, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds and the interest rate swap of \$102,000 and \$71,000, respectively. The College's long-term debt, as described in note 7, would not be impacted as the inherent variable rate of the debt has been fixed with the use of the aforementioned derivative interest rate swap.

There have been no significant changes from the previous year in the exposure to interest rate risk or policies, procedures and methods used to measure the risk.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

11. Financial instrument and risk management (continued):

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2014, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$229,100 (2013 - \$180,600).

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years
Accounts payable and accrued liabilities	\$ 9,086,773	\$ 2,584,729	\$ -	\$ -
Accrued payroll and employee benefits	10,709,749	25,000	-	-
Long-term debt	595,897	605,897	3,962,166	10,045,119

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

11. Financial instrument and risk management (continued):

Derivative financial liabilities mature, as described in note 7.

There have been no significant changes from the previous year in the exposure to liquidity risk or policies, procedures and methods used to measure the risk.

12. Ontario Student Opportunity Trust Funds:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund Phase 1 and Phase 2 ("OSOTF") matching program to award student aid as a result of raising an equal amount of endowed donations.

The College has recorded the following amounts under the OSOTF programs:

(a) OSOTF - Phase 1:

Schedule of changes in endowment fund balance:

	2014	2013
Fund balance, beginning of year	\$ 1,418,236	\$ 1,418,200
Preservation of capital	37	36
Fund balance, end of year	\$ 1,418,273	\$ 1,418,236

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

12. Ontario Student Opportunity Trust Funds (continued):

Schedule of changes in expendable funds available for awards:

	2014		2013	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 313,623	\$ 253,776	\$ 259,166	\$ 165,276
Opening balance adjustment	–	–	–	93,890
Realized investment income, net of direct investment-related expenses and preservation of capital contributions	83,840	53,864	109,532	49,685
Bursaries awarded (2014 - 79; 2013 - 74)	(61,180)	(61,180)	(55,075)	(55,075)
Balance, end of year	\$ 336,283	\$ 246,460	\$ 313,623	\$ 253,776

(b) OSOTF - Phase 2:

Schedule of changes in endowment fund balance:

	2014	2013
Fund balance, beginning of year	\$ 473,377	\$ 473,306
Preservation of capital	72	71
Fund balance, end of year	\$ 473,449	\$ 473,377

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

12. Ontario Student Opportunity Trust Funds (continued):

Schedule of changes in expendable funds available for awards:

	2014		2013	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 73,234	\$ 58,836	\$ 55,526	\$ 35,692
Opening balance adjustment	–	–	–	19,834
Realized investment income, net of direct investment- related expenses and preservation of capital contributions	27,586	19,016	28,506	14,108
Bursaries awarded (2014 - 13; 2013 - 10)	(15,570)	(15,570)	(10,798)	(10,798)
Balance, end of year	\$ 85,250	\$ 62,282	\$ 73,234	\$ 58,836

13. Ontario Trust for Student Support:

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Trust for Student Support ("OTSS") matching program to award student aid.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

13. Ontario Trust for Student Support (continued):

Schedule of changes in endowment fund balances during the year:

	2014	2013
Fund balance, beginning of year	\$ 3,812,985	\$ 3,812,967
Preservation of capital	16	18
Fund balance, end of year	\$ 3,813,001	\$ 3,812,985

Schedule of changes in expendable funds available for awards:

	2014		2013	
	Market	Cost	Market	Cost
Balance, beginning of year	\$ 369,790	\$ 242,424	\$ 232,024	\$ 149,489
Opening balance adjustment	-	-	-	82,535
Realized investment income, net of direct investment- related expenses and preservation of capital contributions	235,309	144,919	240,651	113,285
Bursaries awarded (2014 - 178; 2013 - 144)	(130,147)	(130,147)	(102,885)	(102,885)
Balance, end of year	\$ 474,952	\$ 257,196	\$ 369,790	\$ 242,424

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

14. Fleming College Foundation:

Fleming College Foundation (the "Foundation") was established to raise funds for the use of the College. The Foundation was incorporated under the Canada Corporations Act and is a registered charity under the Income Tax Act (Canada).

As defined by Chartered Professional Accountants of Canada PSAB accounting recommendations for Government NPOs, the College controls the Foundation operations, in that they have common board members controlling both entities. The majority of fundraising has been carried out by the College since April 1, 2011.

The Foundation's financial statements have not been consolidated in the College's financial statements. Separate financial statements of the Foundation are available upon request.

Financial summaries of the Foundation as at and for the year ended March 31 are as follows:

	2014	2013
Financial position		
Total assets	\$ 5,457	\$ 65,085
Total liabilities	5,457	5,405
Fund balances	\$ –	\$ 59,680
Results of operations		
Total revenue	\$ 13,456	\$ 17,873
Total expenses	5,457	5,405
Transfers to Fleming College	67,679	17,572
Excess of expenditures over revenue	\$ (59,680)	\$ (5,104)

The net resources of the Foundation amount to nil (2013 - \$59,680), of which nil (2013 - \$55,138) is restricted.

SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

DRAFT Notes to Financial Statements (continued)

Year ended March 31, 2014

15. Internally restricted net assets:

	2014	2013
Residence and other direct student services	\$ 1,976,000	\$ 1,976,000

Internally restricted net assets represent funds restricted by Board motion for the purpose of residence and other direct student services. Board approval is required for expenditures.

16. Commitments:

(a) The College is committed to the following operating lease payments in each of the following years:

2015	\$ 432,563
2016	360,304
2017	80,013

(b) The College is constructing the Kawartha Trades and Technology Centre ("KTTC"), an addition to the Sutherland Campus. In 2013, the College entered into an agreement with a construction company. The total cost including change orders at March 31, 2014 totalled \$26,235,110 and incurred costs amounted to \$21,358,600, resulting in a remaining balance of \$4,876,510. In 2012, the College entered into an agreement for architectural services for KTTC at a total cost of \$568,755 and as of March 31, 2014, the College had spent \$361,728. The commitment remaining at March 31, 2014 for architectural services was \$207,027. KTTC is expected to be substantially complete by July 2014 and the majority will be funded by MTCU.

SIR SANDFORD FLEMING COLLEGE

FINANCIAL STATEMENTS – 2013/14

REPORT OF

VICE PRESIDENT FINANCE AND ADMINISTRATION

A. STATEMENT OF FINANCIAL POSITION

Introduction

A summary of the significant accounting policies and reporting practices followed by the College are outlined in the Notes to the Financial Statements.

The Financial Statements include net assets of \$ 10.9 million as at March 31, 2014 and include the prior year's financial results.

The following highlights describe the changes during the 2013/14 fiscal year.

Cash has increased by \$ 4.2 million as outlined in the Statements of Cash Flows.

Operating activities include an excess of revenue over expenditures of \$ 63,981. When combined with items not involving cash and changes in non-cash operating working capital, cash has increased by \$ 6.9 million.

Financing activities have utilized \$.8 million mainly due to the repayment of debt.

Capital activities utilized \$ 1.4 million as capital purchases exceeded contributions received during the year.

Investing activities resulted in a decrease in cash of \$.5 million due to an increase in restricted investments for endowments, bursaries and other.

Cash is invested in accordance with the Ministry of Training, Colleges and Universities' (MTCU) Banking, Investments and Borrowing Binding Policy directive.

MTCU receivables: The outstanding balance of \$ 4.6 million is due from MTCU. Of this total, \$ 3.7 million relates to the BScN Operating Grant and \$.6 million to the Second Career Grant, which is consistent with prior years.

Capital assets: Details of the classification of capital assets held are provided in Note 5 to the Financial Statements. The net book value has increased, as compared to the prior year, by approximately \$ 16.6 million. During the fiscal year, capital investments totalled \$ 22.3 million and related to the Kawartha Trades and Technology Centre (\$ 15.5 million), the sport field project (\$ 2.7 million), CAWT equipment and renovations (\$ 1.5 million), academic equipment (\$ 1.3 million), information technology (\$.7 million), facilities (\$.4 million) and other capital (\$.2 million).

Accounts payable: The accounts payable have increased by \$ 3.7 million. The KTTC construction project resulted in an increase of \$ 1.2 million, purchases related to funded project increased by \$1.0 million, the McRae clean up accrual, international student refunds payable and the timing of the SAC and SA request for the transfer of funds held on their behalf resulted in increases of approximately \$.4 million each.

MTCU grants received in excess of entitlements: The outstanding balance of \$.8 million represents funds received from MTCU that had not been earned at March 31, 2014. The majority of the balance relates to the Second Career Grant, which offsets the MTCU receivable above.

Deferred revenue: The deferred revenue has increased by \$.7 million mainly due to an increase in international student enrolment.

Long-term debt: Details of the long-term debt are outlined in the Note 7 to the Financial Statements. The net principal repayments during the year totalled \$ 1.3 million.

Deferred capital contributions: Deferred capital contribution changes are outlined in the Note 6 to the Financial Statements. The increase of \$ 16.7 million is the net of additional funding received during the year of \$ 20.3 million and \$3.6 million of earned amortization. The additional funding offset capital purchases noted above for KTTC capital (\$ 13.7 million), the sports field project (\$ 2.7 million), CAWT equipment and renovations (\$ 1.3 million), academic equipment (\$.8 million) and information technology and facilities (\$.3 million). The unspent portion of the funded capital contributions have increased by \$1.5 million and are related to the KTTC project.

Net assets: Net assets have increased by \$ 323,787 as outlined on the Statement of Changes in Net Assets. The excess of revenue over expenditures of \$63,981, land transferred from the Foundation in the amount of \$ 55,000, endowment contributions of \$146,806 and a reduction in the derivative liability of \$58,000 all resulted in direct increases to the net assets.

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending March 31, 2014



	Actual To 31-Mar-2014	Budget Current Year	Budget Variance	% Budget Variance	Notes
Revenue					
Grants and Reimbursements	(46,286,757.63)	(46,566,474.00)	(279,716.37)	0.6%	1
Student Tuition Fees	(24,144,976.41)	(23,795,849.00)	349,127.41	-1.5%	2
Contract Training	(832,647.29)	(901,916.00)	(69,268.71)	7.7%	
Other Income					
Other Income	(7,937,196.50)	(7,245,393.00)	691,803.50	-9.5%	
Ancillary Fees	(4,196,911.01)	(4,013,165.00)	183,746.01	-4.6%	
Total Other Income	(12,134,107.51)	(11,258,558.00)	875,549.51	-7.8%	3
Amortization of Deferred Capital Contributions	(3,571,423.01)	(3,527,000.00)	44,423.01	-1.3%	
Total Operating Revenues	(86,969,911.85)	(86,049,797.00)	920,114.85	-1.1%	
Skills Programs	(3,356,845.29)	(3,162,091.00)	194,754.29	-6.2%	4
Tuition Holdback Bursaries	(2,773,171.71)	(2,357,681.00)	415,490.71	-17.6%	5
Ministry Bursaries	(642,164.03)	(463,655.00)	178,509.03	-38.5%	6
Special Projects	(2,735,347.15)	(1,808,077.00)	927,270.15	-51.3%	7
Facilities Renewal and Renovation Projects	(770,725.07)	(452,920.00)	317,805.07	-70.2%	8
Ancillary Operations	(4,059,412.68)	(3,993,258.00)	66,154.68	-1.7%	
Total Revenue	\$ (101,307,577.78)	\$ (98,287,479.00)	3,020,098.78	-3.1%	

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending March 31, 2014



	Actual To 31-Mar-2014	Budget Current Year	Budget Variance	% Budget Variance	Notes
Expenditures					
Salaries and Benefits					
Salaries, Full Time	39,415,314.60	38,495,598.00	(919,716.60)	-2.4%	
Salaries, Part Time	12,530,369.80	11,939,865.00	(590,504.80)	-4.9%	
Benefits	10,751,368.48	10,674,738.00	(76,630.48)	-0.7%	
Total Salaries and Benefits	62,697,052.88	61,110,201.00	(1,586,851.88)	-2.6%	9
Non-Salary Expenses					
Instructional Support Costs	4,795,859.41	4,603,574.00	(192,285.41)	-4.2%	10
Travel and Professional Development	1,081,219.97	1,153,852.00	72,632.03	6.3%	
Advertising	1,017,089.32	1,070,390.00	53,300.68	5.0%	
Telephone, Audit, Legal & Insurance	1,055,885.55	924,699.00	(131,186.55)	-14.2%	11
Equipment Maintenance	385,010.13	400,458.00	15,447.87	3.9%	
Plant and Security	2,693,009.99	2,544,223.00	(148,786.99)	-5.8%	
McRae soil Remediation	445,097.82	1,000,000.00	554,902.18	55.5%	
Plant and Security	3,138,107.81	3,544,223.00	406,115.19	11.5%	12
Rentals and Taxes	929,151.18	1,014,574.00	85,422.82	8.4%	
Utilities	2,430,273.91	2,208,403.00	(221,870.91)	-10.0%	13
Contract Services Trent	1,745,202.09	2,155,058.00	409,855.91	19.0%	1
Services & Other	2,705,314.20	2,720,526.00	15,211.80	0.6%	
Long Term Debt Interest	63,460.88	66,805.00	3,344.12	5.0%	
Amortization of Capital Assets	4,937,169.17	5,003,000.00	65,830.83	1.3%	
Total Non-Salary Expenses	24,283,743.62	24,865,562.00	581,818.38	2.3%	
Total Operating Expenditures	86,980,796.50	85,975,763.00	(1,005,033.50)	-1.2%	
Non-Operating Expenditures					
Investments	494,239.21	556,901.00	62,661.79	11.3%	
Skills Programs	3,118,455.49	2,892,445.00	(226,010.49)	-7.8%	4
Tuition Holdback Bursaries	2,773,171.71	2,357,681.00	(415,490.71)	-17.6%	5
Ministry Bursaries	642,164.03	463,655.00	(178,509.03)	-38.5%	6
Special Projects	2,729,980.88	1,781,077.00	(948,903.88)	-53.3%	7
Facilities Renewal and Renovation Projects	770,725.07	452,920.00	(317,805.07)	-70.2%	8
Ancillary Operations	3,763,071.88	3,807,037.00	43,965.12	1.2%	
Net Asset Adjustment	(29,007.99)	-	29,007.99		
Total Expenditures	\$ 101,243,596.78	\$ 98,287,479.00	\$ (2,956,117.78)	-3.0%	
Net	\$ (63,981.00)	\$ -	\$ 63,981.00		

B. SUMMARY OF REVENUE AND EXPENDITURE VARIANCES – 2013/14

The purpose of the following comments is to provide explanations for significant variances (variance > \$0.1 million or 10%) when comparing the actual financial results for the year ended March 31, 2014 to the budget as disclosed through The Statement of Revenue and Expenditures.

1. **Grants:** Actual Grant revenues for 2013/14 are under budget due to a reconciliation adjustment from past fiscal year enrolments. An adjustment for the nursing program (BScN) under the collaborative program with Trent University was required. This decline is offset with a decline in payment of expenditures to Trent under the collaborative agreement.
2. **Student Tuition Fees:** Overall the College had a successful year with enrolment activity exceeding the fiscal enrolment plan, thus generating additional tuition versus budget. This increase was generated through international enrolment.
3. **Other Income:** Increases from budget in excess of \$0.8 million were generated from a variety of sources. In addition to increase in tuition, the increases in enrolment activity for 2013/14 generated increases in academic, student supply fees and administrative fees. However, much of these increases are in direct proportion to increases in academic expenditures for supplies and other flow through cost such as International student health plans. Activity in special initiatives including School College Work and WSIB upgrading also exceeded budget due to increased activity, resulting in an increase in provincial funding received to offset additional costs incurred.
4. **Skills Programs:** Both revenue and expenditure are higher than budget within the skills programs as a new program (Youth Employment Fund) was announced late in the year, which the College had not budgeted for.
5. **Tuition Holdback Bursaries:** Additional funding was available due to the growth in enrolment, however the budget had underestimated the value of the carryover from 2012/13 holdbacks net of 2013/14 carryover estimates.
6. **Ministry Bursaries:** Bursaries are not all known at time of budget preparation and thus are traditionally under budgeted. This poses no risk to College budget as all Bursaries are a direct flow through.
7. **Special Projects:** Revenues recognized under special projects were \$0.9 million over budget mainly due to late in-year grant announcements from the Province of Ontario. These project funds included the Productivity and Innovation Fund and the College Financial Health and Sustainability Grant. Equal and offsetting expenditures were also recognized utilizing the grant funding.

8. **Facilities Renewal and Renovation Projects:** Investments and Facility renewal and renovation projects are made up of a blend of operating expense items and capital asset procurements. For 2013/14, the increase in revenue and offsetting expense was for a change in distribution to expense items versus capital items. For budget purposes grants for Facility renewal were treated 100% as capital.
9. **Salaries and Benefits:** Salaries and Benefits were over spent by \$1.6 million which represents 2.6% of the salary and benefit budget. Full time (FT) salary increases included an accrual entry for an unplanned sabbatical and retiring allowance as negotiated late in the fiscal through executive contracts and payments for late announced retirements. FT increase also included unbudgeted overtime for FT Academic staff required due to increased activity in the college. Part time salary increases were primarily in Academic division due to increasing enrolment and activity in programs which required additional staffing to support required teaching hours. In certain programs, part time salary costs were higher than budget because the schools could not attract teachers into lower cost PT contracts as planned in budget. As a result, higher cost sessional contracts were required.
10. **Instructional Support Costs:** Again driven by the increase in enrolment activity, costs to support programs including items such as copying, postage and office supplies have all increased. This includes the cost of student supplies that are offset through increases in student supply and academic fees collected.
11. **Telephone, Audit, Legal & Insurance:** Increased expenditures occurred in both legal fees and insurance. Insurance increases of \$0.025 million were due to additional international students and were fully offset from international fees. Legal fee increases of \$0.11 million were due to a number of issues arising in the year, including \$0.046 million related to Board of Governor matters, \$0.036 million in increased activity regarding HR/ collective agreements and staff legal matters, and an increase in activity related to new student government agreements and other issues.
12. **Plant and Security:** A budget estimate of \$1 million for an extraordinary item related to contaminated soil remediation at the McRae Campus was assigned to Plant as a placeholder until more accurate costs could be ascertained in the year. The final cost estimate for the soil remediation, including professional fees for soil sampling, an engineering report and estimates for remediation and construction are \$0.492 million. Excluding this extraordinary item, Plant and Security was over budget by \$0.149 million mainly due to significant increases in snow removal costs over the severe winter of 2014.
13. **Utilities:** High increases in utilities rates were planned for in the budget, however the severe winter conditions in 2014 resulted in higher than anticipated heating costs due to the higher consumption of both electricity and fossil fuels.

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *Fleming College 2013-2014 Annual Report*

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 2013-2014 Annual Report, as circulated.

SOURCE

- Ministry Policy Framework, *Governance and Accountability* and Operating Procedure, *Annual Report*
- Executive Leaders Team
- Fleming College Strategic Plan 2010-2015, approved May 26, 2010 #6
- Strategic Mandate Agreement 2014-2017

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

Section 8 of O.Reg.24/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 requires each college to prepare an annual report, make it available to the public, and submit the report to the Minister. The Minister has issued a Binding Policy Directive on Governance and Accountability which requires the annual report to be prepared in accordance with the Annual Report Operating Procedure.

The annual report charts the College's achievement of the operational outcomes established in the business plan for the year and includes the audited financial statements. A key purpose of the report is accountability to the public and to the government, with particular reference to how a college is meeting its multi-year accountability commitments. The information is also used by the Ministry to advise and inform government planning and policy-making.

The majority of the objectives in the 2013-14 Business Plan either met or exceeded targets. The College enjoyed strong accomplishments this year in relation to growth. Fleming reached the highest enrolment in the history of the College, enhanced the student experience through development of new sports fields, and the launched a co-curricular record. The working environment was improved through stronger professional development and better communication vehicles and there was a continued focus on embedding continuous improvement (Lean) thinking throughout the College. In addition, the Centre for Alternative Wastewater Treatment secured a \$1.75-million NSERC Technology Access Centre Grant.

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

The Board of Governors is responsible for:

- ensuring that the annual report fulfils the requirements of the Binding Policy Directive on Governance and Accountability, which includes fulfilling the requirements of the operating procedure;
- approving the annual report including the financial statements;
- ensuring the annual report is submitted to the Ministry by July 31 of each year; and
- ensuring that the annual report is made available to the public.

The report back on the commitments in the Multi-Year Accountability Agreement must be submitted to the Ministry in September and will be presented to the Board in the fall.

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

N/A

PREPARED BY: Ms. Crook and Ms. Caldwell

Introduction

Fleming College is pleased to present its Annual Report for 2013 – 2014. As indicated in this report, we have successfully achieved the majority of the objectives established at the beginning of the year by being innovative and focused, while keeping an eye on quality, efficiencies and excellence in execution.

The past year's objectives related to quality; personalized learning for our students; differentiation; investing in employees; preparing to open the Kawartha Trades and Technology Centre; continuing to grow enrolment and moving the continuous improvement philosophy of Lean forward. The achievement of these objectives paved the way for the development and approval of our business plan for 2014-15.

Going forward we have put the objectives and direction articulated in the Strategic Mandate Agreement front and centre as we develop objectives for next year that build from the foundation established and articulated in this report.

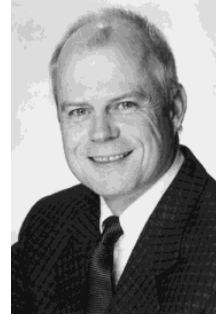
We believe the accomplishment of the objectives identified in this report will continue our current momentum, allowing us to continue to deliver seamless, personalized learning to students as we enhance agility and creativity within the College.

We have the winning foundation that ensures our students succeed through personalized learning and innovation and achievement that is powered by people.

June, 2014

On behalf of the Board of Governors of Sir Sandford Fleming College, I am pleased to submit the College's 2013-2014 Annual Report.

Fleming College has just completed the fourth year of our current five year strategic plan and in collaboration with the Ministry signed a three-year Strategic Mandate Agreement (SMA) that starts in 2014 and runs to 2017. Both are "living documents".



Our Board believes in strategic planning and strong implementation with a focus on setting clear measures of success. With an eye on differentiation, contributing to economic prosperity, delivering quality through our Core Promise and an innovative, continuous improvement mindset, we worked to accomplish these objectives and connect this work to the development of our business plan for 2014-2015. The Board of Governors establishes its annual objectives and works with the College President on his objectives for the year. Both align to the College Business Plan and the SMA.

These objectives differentiate the student experience, enhance partnerships and improve performance and productivity. Every year we look to enhance our ability to continuously improve.

I am pleased to confirm the Board's unanimous support for this year's Annual Report. Our Board concludes that the report fairly and appropriately characterizes areas of significant progress as well as some items on which the College has had to defer investment of time and funds.

We appreciate the Province of Ontario's commitment to postsecondary education, emphasizing access, attainment and a more integrated approach to pathways, credit transfer and postsecondary educational design. We noted in the SMA that it is our role to serve our region through a comprehensive suite of programs while also offering differentiated programming that builds on our strengths. An important part of having an impact within our region will be the new Kawartha Trades and Technology Centre that will open September, 2014 and our focus on making it a 'regional hub'.

In closing, I submit this Annual Report with pride in accomplishments over the past year and with anticipation of those to come that will focus on the objectives articulated in our Strategic Mandate Agreement.

A handwritten signature in black ink, appearing to read 'Peter McLean'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Peter McLean
Chair, Board of Governors

June, 2014

Along with Board Chair Peter McLean and the Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2013-2014 progress toward our Fleming College Strategic Plan.



The report highlights several areas of progress. The College has focused on aspects of our Core Promise to students, which provided a statement of our College values, strengths and aspirations and how we will deliver learning to students. In particular, we have focused on innovative ways to ensure the experience at Fleming involves personalized learning and support to enhance learning and produce graduates who bring very positive qualities to the workplace, their community and their country. This belief has been substantiated by employees and through our newly launched co-curricular record.

The College has continued to work hard on our priority to create excellence in the working environment. For example, our full-time faculty will again engage in a seven-week block development period to work on strategic academic priorities. Similar key developmental initiatives have been created for support staff and administrators.

After several years of enrolment growth, Fleming College's funded enrolment was on par with the previous year. International enrolment has grown significantly and next year we will focus on the challenges related to growing domestic enrolment while continuing to grow in international enrolment.

Part of the last year has been spent reaching out to industry and other various organizations in the regions where we have campuses to look for ways we can partner to meet the needs of the workforce and to use the expertise in these organizations in an innovative and results driven manner. The aspect of partnering with potential employers and educational institutions has been and will be a focus for the College.

The College also worked to improve both its effectiveness and efficiency. Considering both efficiency and effectiveness, the College has undertaken a number of Lean projects with strong results including better service to students and more focused academic learning outcomes. We will continue to make it a priority to streamline our processes and improve our quality so that we can deliver the best service possible to both students and staff without major complement increases. The foundational work this year has helped us create an implementation plan to move Integrated Program Planning across the College.

In summary, 2013-2014 has been a time for investment in people, facilities and services, and a time to build on our promise to our students as well as lay a strong foundation for our newly approved Strategic Mandate Agreement. I am pleased to submit this Annual Report with its description of areas of focus, progress and achievement.

A handwritten signature in black ink that reads "G.A. Tilly". The signature is written in a cursive, flowing style.

G.A. Tilly, Ph.D.
President

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.

Strategic Mandate Agreement

True to our namesake and his legacy, Fleming College will be:

1. An innovator and exemplar in integrating education and work.
2. Ontario's Centre of Excellence for applied education and applied research in environmental and natural resource sciences.
3. A model of productivity and performance excellence in Ontario's postsecondary education system.

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.

Objective:

Implement our Work Integrated Learning Enhancement Strategy Consistent with our Strategic Mandate Agreement. Success will be measured by improved KPI scores for designated KPI's (Q. 21, Q. 22, & Q. 23)

To be determined once KPI analysis is completed prior to the June Board meeting

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.

Objective:

Continued development and implementation of targeted academic KPI improvement initiatives. Success will be measured by KPI ratings that reflect at least 60% of student learning experience KPIs as "above average", with at least 40% rated as 1st quartile provincially.

To be determined once KPI analysis is completed prior to the June Board meeting

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.

Objective:

Ensure that all College programs are in full compliance with the PQAPA quality assurance criteria; all applicable external accreditation requirements; and the annual schedule of program review and/or curriculum renewal requirements and are demonstrating good quality standing. Success will be measured by our achievement of a student satisfaction rating of at least 85% on Overall Quality of Programs (KPI Q. 26).

To be determined once KPI analysis is completed prior to the June Board meeting

Strategy 1.5

Develop an e-learning strategy that prepares our graduates for lifelong learning.

Objective:

Fulfill the year-two implementation plan as set forth in our e-learning strategy. Success will be measured by the attainment of the defined deliverables for year-two of the strategy including the successful transition to our new learning management system and the approval and launch of 5-year e-learning plans for all programs.

Met Target

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 3% over the previous year in student satisfaction, for services not already in the 1st quartile.

Partially Met Target

While many of our service areas enjoyed healthy increases of anywhere from 2% to 10% over last year, not all of the service areas increased by 3%. A new objective has been included in our 2014-15 Business Plan.

In consultation with Student Administrative Council/Student Association continue to upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades, smart group study spaces, student webmail to MS-365, and virtual desktop pilot to achieve a KPI rating in the top quartile.

Met Target

Implement the Registrar's office and continuing education operations systems priorities identified in the Registrar's Office plan. Success will be measured by feedback from staff and students and the successful implementation of related system activities.

Met Target

Design and implement a redesigned transfer credit process that includes systems enhancements, improved communications, clarity of roles and responsibilities, clear documentation and enhanced data management. Success will be measured by feedback from staff and students.

Partially Met Target

This objective expanded in nature scope and complexity. Progress was made on several aspects, and it is anticipated that all elements will be in place by Fall, 2014.

Implement a co-curricular record for students by formally recognizing designated out of class achievements (milestones include purchase of specialized software and development of formal criteria and protocols). Success will be the full implementation of the co-curricular record within the academic year.

Met Target

Implement a multi-year facility renewal project at our Frost Residences. Major renewal projects for 2013-14 year will be I.T. infrastructure, life safety system replacement, appliance replacement, furniture replacement and renovation of office space. Approximate cost \$500,000. Success will be measured by on time and on budget implementation.

Met Target

Implement a library improvement strategy that includes implementation of Discovery Service to enable search of entire collection at once, a significant increase to size of ebook collection and the integration of library services within academic structures including Learning Management System, Learning Commons, classrooms and the curriculum. Success will be measured by on time and within budget implementation and feedback from students.

Partially Met Target

The majority of initiatives met targets and strategies are in place to complete the others by Fall, 2014.

Complete facility improvement projects to improve student satisfaction that include construction of a Sportsfield complex in 2013 through partnership with City of Peterborough, renovation of the Frost fish hatchery facility to support the Aquaculture program launch, installation of accessibility furnishings for classrooms and washrooms and completion of priority deferred maintenance projects such as roof replacement in the Brealey lower cafeteria. Success will be measured by these projects being successfully completed on time and on budget.

Met Target

Strategy 2.2

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

Objective:

Complete year-two of the Information Technology Strategic Roadmap projects including: Windows 7 upgrade; transition and upgrade to Active Directory; student email to the MS 365; staff email to Outlook/Exchange and Virtual Desktop pilot (BYOD and eLearning platform). Successful completion of year-two of the strategic roadmap implementation of ongoing training initiatives for the new environment will be the measure of success.

Exceeded Target

Strategy 2.3

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

Objectives:

Improve the experience of student athletes and profile of the College by developing two artificial turf sport fields (FIFA standard) in partnership with the City of Peterborough. Completion of this project is slated for Fall, 2013. Completion on time and on budget will be the measure of success.

Met Target

Ensure the Kawartha Trades and Technology Centre (KTTC) is constructed within budget, and is on track for substantial completion by spring 2014 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.

Met Target

Complete the Brealey Campus Stormwater Management Plan by constructing the pond required for KTTC and the new Sportsfields. Completing this project on time and on budget will be the measure of success.

Met Target

Strategy 2.4

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

Objective:

Increase number of key employees trained in the areas of Safe Talk, Aboriginal Cultural Safety and Positive Space. A minimum of four sessions of each will be offered to ensure that we are enhancing employee capabilities to deliver our core promise. Strong participation in these offerings will be the measure of success.

Exceeded Target

3.0 Leading in Sustainability

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.

Objective:

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. Implementation of a Data Retention and Archiving Policy and beginning the transition to a corporate staff portal (Sharepoint) and electronic document management will be the measures of success.

Partially Met Target

Multiple new priorities caused a refocusing of leader and staff energy. A new objective has been included in the 2014-15 Business Plan.

Strategy 3.3

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

Objective:

Implement the approved Corporate Sustainability Plan. Success will be measured by the adoption of program targets & attendant attainment strategies for achieving the defined expansion targets for sustainability-focused and sustainability-related courses.

Met Target

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:

Increase Fleming faculty and student engagement. Success will be measured by the adoption of defined curricular alignment and engagement goals for at least 25% of SENRS programs.

Partially Met Target

Some success was achieved through the launch of one new post-graduate certificate and more is expected upon launch of a second. A new objective has been included in the 2014-15 Business Plan.

Complete construction of the expansion of CAWT laboratory (funded by the Canadian Foundation for Innovation) on budget by Fall 2013 in order to optimize academic research efficiency and innovation. Success will be measured by this project being successfully completed on time and on budget.

Met Target

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. Success will be measured by the development of an expansion plan for implementation in 2014/15.

Met Target

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 2013-14 Enrolment Plan and develop the Official Enrolment Plan for 2014/15. Success will be measured by fulfillment of the 2013/14 Enrolment Plan and approval of the 2014/15 Plan.

Exceeded Target

Continue emphasis on gaining market share in selected domestic markets and key market segments (non-direct students and university students). Achieving the targets set for these market segments will be the measure of success.

Met Target

Implement international development strategies including expansion of recruitment activities to the China market, maintenance of recruitment activities in the Indian market and introduction of a scholarship program for international students. Success will be measured by meeting international enrolment targets included in the enrolment plan.

Exceeded Target

Implementation of our comprehensive 3-year campus growth plans. Success will be measured by meeting or exceeding our 2013/14 enrolment plan while also meeting targets for new program development sufficient to fulfill 2014 and 2015 enrolment forecasts.

Met Target

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.

Objective:

Full Implementation of our Strategic Enrolment Management Review improvement plans. Success will be measured by meeting or exceeding our 2013/14 enrolment plan.

Met Target

Strategy 4.4

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

Objective:

Complete three-year continuing education growth plans for all schools. Success will be measured by meeting or exceeding 2013/14 Continuing Education enrolment and net revenue targets.

Deferred

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.

Objective:

Develop fully formed programs and partnerships in support of the KTTC. Success will be measured by our full readiness for the successful implementation of our KTTC programming effective September 2014.

Exceeded Target

Strategy 5.5

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

Objective:

Implement the Aboriginal Self Identification protocols during the 2013 – 14 academic year, as recommended by the provincial task force. This is in addition to the Cultural Safety training for employees. Successful implementation will be the measure of success.

Partially Met Target

Many of the provincial task force recommendations have been met. Aboriginal Services, together with the Registrar's office will address outstanding work on collection of data, access to data and web accessibility of data in 2014-15.

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. For faculty this means providing the capabilities needed to successfully engage in common block development time. For support staff it means creating modules to enhance critical capabilities needed by the organization and acknowledging this work through a Fleming certificate. For leaders, it will involve varied developmental opportunities identified through succession planning. Effective implementation of the plan, strong participation rates and the achievement of business objectives will be the measures of success.

Met Target

Strategies 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 major gaps identified through our Employee Engagement survey. Once the results are fully analyzed, key priorities that will have the biggest impact on employee engagement will be tackled first. Success will be measured through staff focus groups, leader check-ins and a majority of leaders achieving 'fully successful' and/or 'above' performance ratings on their related leadership objectives.

Met Target

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 implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. 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.

Met Target

Strategy 6.5

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

Objectives:

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.

Exceeded Target

Emphasize innovation, productivity and accountability by supporting the design and development of high quality programs and student learning experiences. Implementation of the 2012/13 Common Block Development (CBD) initiative and the implementation of defined improvements and/or advancements arising will be the measures of success.

Exceeded Target

Analysis of Operational Performance for 2014

This has been a strong year for the College. When the accomplishments highlighted below are looked at in an integrated fashion they demonstrate excellence in delivering the student experience, innovation and achievement.

Growth

- Applicants for Fall, 2014 are currently tracking at +3% higher vs. prior year (Fleming Data Research, April/13)
- Non-direct student applications for Fall 2014 are currently tracking at +3.7% higher vs. prior year (OCAS, April 22/14)
- Post-secondary enrolment results were the highest enrolment in the history of the college with enrolment 1% higher than the previous year
- Achieved 29% growth in international enrolment following 200% growth the previous year for with total FTEs at 345
- Ontario Learn enrolment grew 30% over the previous year with growth over the past two years at 71%, the highest in the college system with total course enrolments now at 3553

Student Experience

- The launch of the Co-Curricular Record (CCR) puts Fleming as a leader in this area with only a small number of other post-secondary institutions. Students have embraced the idea and are keen on looking at how they can use the CCR in their job searches. Other institutions are calling Fleming to learn more about how to implement this strategy.
- The new soccer fields add to the reasons a student would want to attend Fleming College. The fields are the highest quality possible and are the envy of other post-secondary athletic departments. They will be used to promote school spirit, demonstrate community partnership and to attract students to Fleming.
- Fleming was 12% ahead of the system in the new Internet Connectivity KPI and achieved the industry standard for IT systems and infrastructure availability.
- Implemented new Enterprise staff email system and migrated enterprise student email to the cloud offering.
- Achieved major efficiencies in deployment of campus based academic software image and implemented the GIS PIF academic delivery infrastructure for the Frost Campus.
- The 2013-2018 Sustainability Plan was approved by the Board of Governors and in August, 2013 we opened and staffed the Office of Sustainability, launched website and communication/promotion with new visual identity. Developed and published Year 1 Action Plan with 52 Items (24 complete, 22 in progress). Launched the Academic Task Force which guided the development of a faculty resource video, faculty resource library and faculty workshops for the “sustainability across the curriculum” focus of 2014 common block development.
- The School of Justice and Business Studies attained the new Skills for Justice Simulation Centre; designed our next generation of Aboriginal and Mental Health (first in Ontario) curricula plan for 2015; and secured Fleming College’s standing with the Ontario Association of Chiefs of Police and the Canadian Police Sector Council in Ottawa.

- The School of Community Development and Health launched three new programs in the Fall of 2013: Developmental Service Worker, Human Service Foundations and Therapeutic Recreation. Achieved highest possible approval rating from the College of Nurses of Ontario for our PN program. The Canadian Association of Schools of Nursing awarded us a 7 year accreditation for Fleming as the educational unit and also a 7 year accreditation for the Trent/Fleming Collaborative BScN program.
- Notable KPI result changes for the Office of the Registrar (financial aid related question increased by 6% and results of a new question related to the Office of the Registrar placing Fleming 8th in the system).

Working Environment

- The Finance and Administration Division improved the financial sustainability of the College by completing the fiscal year 2013/14 with a budget surplus. This was accomplished through proactive financial management and improving the College budget and planning processes, both of which assisted the College in managing a significant unbudgeted environmental contamination issue at the McRae Campus which had to be accounted for out of operating funds.
- The Finance and Administration Division completed multiple unanticipated resource-intense projects due to receipt of unanticipated Ministry funding announced mid-year – most notably: the design and procurement of a new building automation solution (for future energy savings/financial sustainability gains); leading a significant cross-college Business Systems Review project with an independent 3rd party service provider; assisting in the development of an Integrated Program Planning process to guide College strategic planning and Lean process improvement implementation; and partnering in the development of a hybrid, remote delivery solution for academic programming to collaborate with other Colleges on program delivery.
- Successfully implemented the third year of a four-year professional development program to enhance the capabilities of faculty and staff. This included partnerships with both Unions that have led to a very successful Common Block Development initiative and the launch of a Support Staff certificate to assist in the acquisition of new capabilities. In addition the College successfully implemented the lynda.com learning library for all employees and students.
- Began to implement some specific improvements related to the Employee Engagement Survey that includes the development of a contract faculty initiative and launch of some specific solutions and the design of a strong communication plan and implementation of the Fleming Zone.
- Undertook four Lean projects with continued success, completed training for staff, and developed a partnership with Algonquin and the City of Peterborough. Established the infrastructure for this work that includes a steering committee, communication plan and annual report on Lean. In addition, informal 'Leans' were completed such as system changes and business improvements in the Registrar's Office and a redesign of Financial Aid Services. Lean thinking has been introduced into the Academic Area to enhance integrated learning outcomes and a 'Lean Academy' is being launched in September to offer awareness and Green Belt training.
- Major mandatory system initiatives implemented – CAAT Pension.

Applied Research

- **Centre for Alternative Wastewater Treatment (CAWT)** - CAWT implemented the Canada Foundation for Innovation/Ontario Research Fund capital grant for expansions and upgrades to our research infrastructure (this grant came 10 years after the original CFI/ORF grant that created the CAWT). In addition, the CAWT was successful in securing a \$1.75 million Natural Sciences and Engineering Research Council Technology Access Centre (TAC) grant. This grant is highly competitive (only 3 colleges were awarded nationally) and recognizes the high caliber of activities within the CAWT. CAWT also leads the Canada-India Water Training Consortium (CIWTC) and during the Governor-General's State Visit to India in February 2014 signed an agreement to collaborate with ACCC, and ReserWater Innovation Foundation to provide water sector training and skills development in association with the National Skills Development Corporation of India.

We continue to improve our ability to deliver our core promise to students, an engaged working environment for staff and focus our efforts on innovation, quality and efficiencies.

Appendixes

- A. Report-back on Multi-Year Accountability Agreement – to be provided in September in compliance with the MYAA Report Back timelines
- B. Audited Financial Statements
- C. KPI Performance Report
- D. Summary of Advertising and Marketing Complaints Received – received no complaints
- E. Not Required
- F. List of Governors
- G. Report of the President's Advisory Council

Appendix C

KPI	FLEMING					SYSTEM					% Diff Fleming vs. System			
	2014 %	2013 %	2012 %	2011 %	% Diff 2013 to 2014	% Diff 2012 to 2013	% Diff 2011 to 2012	2014 %	2013 %	2012 %		2011 %	% Diff 2012 to 2013	% Diff 2011 to 2012
Student Satisfaction	77.2%	76.9%	77.1%	74.6%	0.3%	-0.2%	2.5%	76.3%	77.1%	76.8%	76.1%	0.3%	0.7%	1.1%
Graduate Satisfaction	79.1%	79.9%	79.4%	77.9%	-0.8%	0.5%	1.5%	80.1%	80.0%	78.9%	79.1%	1.1%	-0.2%	-0.9%
Employer Satisfaction	92.6%	93.8%	92.8%	94.7%	-1.2%	1.0%	-1.9%	92.2%	93.4%	92.8%	93.2%	0.6%	-0.4%	0.0%
Employment Rate	82.8%	84.3%	82.0%	82.4%	-1.5%	2.3%	-0.4%	83.4%	83.6%	83.0%	83.0%	0.6%	0.0%	-1.3%
Graduation Rate	65.4%	65.7%	66.5%	66.7%	-0.3%	-0.8%	-0.2%	65.4%	64.8%	65.0%	64.2%	-0.2%	0.8%	-0.9%
<p><i>% Diff Fleming vs. System shows Fleming's change in KPI score from 2013 to 2014 in relation to the system change over the same time.</i></p>														
<p>Student Satisfaction Students were included in KPI if they answered all 4 CAPSTONE questions and the semester question (Q2). Those in first semester were excluded. Values represent the percentage of students who were Very Satisfied or Satisfied.</p>														
<p>Graduate Satisfaction Values represent the percentage of students who were Very Satisfied or Satisfied with the question: "How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?"</p>														
<p>Employer Satisfaction Employers were contacted only if the graduate gave Forum Research permission. Values represent the percentage of employers who were Very Satisfied or Satisfied with the question: "How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?"</p>														
<p>Overall Employment Rate Reflects the number of graduates employed during the MTCU reference week. Overall employment rate is based on graduates who were classified as eligible for work according to the MTCU criteria.</p>														
<p>Graduation Rate Reflects the percentage of graduates who complete their program requirements within a time frame that equals 200% of the normal program duration.</p>														

Appendix F

2013-2014 Board of Governors of Sir Sandford Fleming College

- **Peter McLean**, Board Chair (Peterborough)
- **Joan Ross**, Board Vice-Chair; Chair-Executive Committee (Cobourg)
- **Adam Andrews**, Student Observer
- **Bill Astell** (Peterborough)
- **Tim Degeer**, Chair-Finance and Property Committee; Chair, Audit Committee (Haliburton); 2nd Board Vice-Chair
- **Mark Dockstator**, Chair-Human Resources Committee (Peterborough/Oakville)
- **George Gillespie** (Peterborough)
- **Heather Kerrigan**, Support Staff Governor
- **Susan (Sue) Kloosterman** Administrative Governor
- **Tyler Krajcar**, Student Governor
- **Dana Merrett**, Chair-Academic and Student Affairs Committee (Peterborough)
- **Mike Perry** (Little Britain)
- **Mary Anne Shill** (Lakefield)
- **Dan Stanford** (Peterborough)
- **Lori Sutcliffe-Geens**, Chair-Advancement Committee (Cobourg)
- **Patti Watson**, Academic Staff Governor
- **Tony Tilly**, College President and Board Secretary-Treasurer
- *One external vacancy*

APPENDIX G

President’s Advisory Council 2013-2014 Annual Report

SOURCE

- Minister’s Binding Policy Directive, *Governance and Accountability Framework* (revised Sept 2010)
- By-law 1-102, s.38: *Advisory Councils – College Council*
- Board Policy 1-102K, *Advisory College Council*

<p>Background</p> <ul style="list-style-type: none"> • Purpose of this report/request • History • Other relevant information 	<p>Colleges are required to comply with Binding Policy Directives issued by the Ministry of Training, Colleges and Universities. The Directive stipulates that the board of governors is to ensure that an advisory college council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff.</p> <p>At Fleming, advisory college council is known as the President’s Advisory Council.</p>
<p>Action Required</p> <ul style="list-style-type: none"> • for Information • for Discussion 	<p>The Binding Policy Directive also states that a report from this advisory shall be included in each college’s annual report.</p> <p>Fleming College is fortunate to have an active college council made up of a cross-section of students representing all campuses, and staff from all employee groups: support, academic, and administration. Supporting the College’s mission and values, the President’s Advisory Council promotes communication and collaboration and contributes positively to planning processes and information-sharing on matters of importance to students and staff. It serves as an effective means for the President to get valuable insight into student and employee opinions, concerns and recommendations.</p>
<p>Considerations, Impacts and Options</p>	<p>The President’s Advisory Council met eight times in 2013-2014 (as per published schedule) and covered a significant number of topics. Members provided feedback, consulted, participated in</p>

education/information sessions and reported back to their respective constituencies on the following topics:

- College ID Security Project – consulted on the development of a campus one card initiative.
- Hosted an open forum inviting the College community to attend *The Great Literacy Debate – There's an App for That*. PAC chose this topic as there is growing concern that Canadians' literacy skills are not meeting expectations. Is technology making us more literate or less? The Proponent (less technology) faced off against the Opponent (more technology) with both sides presenting a lively debate. Standing room only, students heard arguments for and against and were asked to choose a winning side. It was close, but the Proponent held the edge.
- Frost Campus was profiled, highlighting the work being done to position the school as a Centre of Excellence with a water specialization. Working collaboratively with municipal, provincial and federal governments and community partners, as well as sustaining existing partnerships is the key to success.
- Strategic Mandate Agreement – in late November 2013, the Ministry of Training, Colleges and Universities directed all institutions to submit an updated Strategic Management Agreement (SMA). PAC suggested holding open forums to gather input from staff before the March 31 deadline.
- The Counselling Department was profiled with guest presenters providing updates on how the College is helping students manage mental wellness. A number of campus-wide initiatives were discussed including highlights from the provincial government investments in mental health services for students in postsecondary.
- Hosted the Frost Forum – similar to the Sutherland format with the topic "Mobile Technology in the Classroom: Distraction Devices or Engagement Enablers". Students and employees filled the room to participate in the Great Debate and hear their professors argue for and against. Each debated their case extremely well, and with rousing sounds of applause, the Proponent view held the edge.
- Food Services at Fleming was profiled with guest presenters providing an update on initiatives, feedback mechanisms, and upcoming changes and adjustments to deliver high quality services to students and employees.
- A summary report of the 2014 Key Performance Indicators (KPI) Survey was presented. Discussion focused on major changes that were made to the content of the survey that impacted the results, both locally and provincially. Reference material included the full report available online through Colleges Ontario and an all-staff email message from President Tilly highlighting Fleming's results.

<ul style="list-style-type: none"> • risk • summary 	<p>The capacity for communication between the president, students and staff would be greatly diminished if Council did not exist; in turn, the president would not have the opportunity to hear valuable insights into successes and challenges of the College.</p> <p>The President's Advisory Council continues to have a demonstrated impact on College operations. As a corporate body, it deals with issues that affect the entire College. It provides a link to help keep the College community informed about on-going projects and initiatives. Feedback, suggestions and recommendations are shared with the College's Executive Leaders Team for information and/or follow-up. Student engagement has increased over the years with the PAC a recognized activity for the Co-Curricular Record for students' portfolios. Employee representatives provided valuable input in a respectful and caring manner. Attendance at the PAC meetings has exceeded expectations.</p>
<p>Financial Implications</p>	<p>Participation on the President's Advisory Council is on a voluntary basis and has a budget to cover inter-campus travel and hospitality expenses for its members.</p>
<p>Prepared by</p>	<p>Secretary, President's Advisory Council</p>

SUBMISSION TO THE BOARD OF GOVERNORS

SUBJECT: *New Program – Ontario College Diploma in Accounting*
PRESENTED BY: Ms. Schollen, Vice-President Academic

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 *Ontario Colleges Diploma in Accounting* program with an implementation date of January 2015, for forwarding to the Credentials Validation Service for validation of the program and titles and to the Ministry of Training, Colleges and Universities for funding approval.

SOURCE

- New Program Development and Approval Process, endorsed by the Board January 26, 2011
- Academic Planning and Development Committee meeting May 14, 2014

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

The School of Justice and Business Studies proposes the addition of an *Ontario College Diploma in Accounting* to the existing suite of business programs, which currently includes an Advanced College Diploma, Business Administration – Accounting. The foundation of this proposal is based on an alignment with the common first year Business curriculum and a single program of study that takes students from a two-year to a three-year credential without barrier.

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

Credential: Ontario Colleges Diploma
Program Length: Two (2) years
School: Justice and Business Studies

Nineteen other colleges currently offer advanced diploma programs in Accounting, and eighteen of those also offer the two-year diploma; only Fleming and Boreal do not. We are missing a critical exit point and pathway for our students. It is also noted that while the enrolment numbers in the three-year programs have been on a steady, slow decline, the two-year programs are holding steady, and in some cases, even growing.

Graduates of the two-year Accounting program can choose to enter the workforce, pursue a professional designation, or continue their studies. There is already a strong relationship with the Certified General Accountant (CGA) program of study, and students' course work can be counted towards exemptions in the first three levels of the CGA. There is a strong faculty team, with students being taught by professionals who know what is necessary for success. Only minor curriculum modifications will be required, and these are in process for the existing program as an outcome of a recent program review process.

Graduates will have excellent opportunities to complete further degree level studies as well through Ontario universities, in particular with the University of Ontario Institute of Technology (UOIT). The program advisory committee is extremely supportive of this direction and the local labour market conditions are positive.

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

There are no new capital or space requirements for this program.

PREPARED BY: Office of the Vice-President Academic

REPORT TO THE BOARD OF GOVERNORS**SUBJECT:** *Fleming College Sustainability Plan – Year 1 Update***PRESENTED BY:** Ms. O'Connor, Academic/HR Special Projects Leader; Mr. Arkell, Projects Assistant - Sustainability**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

At the June 26, 2013 public Board meeting, the Board of Governors endorsed Fleming's first corporate sustainability plan, covering five years, 2013 to 2018.

The implementation strategy called for annual action plans to be developed and executed. The first *Fleming College Annual Sustainability Report* is attached. The report ends March 31, 2014 covering seven months in order to align reporting cycles with the College fiscal year.

Fifty-two (52) actions were identified for completion in the Year 1 action plan, distributed across Fleming's six sustainability goals. Of these, 28 were completed, 18 are currently underway, and 6 were cancelled or deferred. Much of the effort during the first year was focused on establishing and creating awareness for the new Office of Sustainability. Successes include opening the physical office, launching of the sustainability webpage, hiring sustainability student workers, and "getting the word out" through various internal and external communication mediums.

From an operations point of view, headway was made in the areas of energy (7 projects completed), waste (2 projects completed), and transportation (approval of a Frost-Sutherland shuttle). In addition, much effort went into establishing baseline data (i.e. energy use, water use, paper use) for the various targets detailed in the sustainability plans and adding sustainability criteria to Fleming's capital expenditure application process.

From a curriculum point of view, an Academic Task Force was established with a focus on embedding sustainability into programs and courses. This group provided key guidance on the creation of a video highlighting faculty leadership on sustainability, a resource guide and workshops for faculty and on the creation of a proposal for a new sustainability-focused General Education course. Sustainability was incorporated into the new student co-curricular record and was a significant component of the 2014 common block development professional development week.

During the first year, the sustainability team fostered several sustainability-related applied learning projects including 5 research projects in support of the Peterborough Sport and Wellness Centre's LEED for Existing Building certification process, and the completion of a tree canopy analysis for Fleming's Sutherland, Frost, and Haliburton Campuses.

The first year budget for the Office of Sustainability totaled \$60,000 of which approximately 92% was for staffing (the Operations Lead (15 hours/week), the Academic Lead (15 hours/week), the Academic Lead Assistant (7 hours/week) and student workers (30 hours). The original budget included \$20,000 for student projects (\$5,000 per campus); this amount was deferred and launched this year (May 2014).

The sustainability team is currently in the process of finalizing the Year 2 action plan.

PREPARED BY: Office of Sustainability



Fleming College

Annual Sustainability Report

2013 - 2014

YEAR IN REVIEW

Tony Tilly, President Fleming College

In June, 2013 Fleming College's Board of Governors approved our first corporate Sustainability Plan (2013-2018). This plan furthers the commitment made when we signed the ACCC Protocol for Sustainability (2009) and included "Leading in Sustainability" as one of our six strategic goals. The development of a comprehensive plan that guides our operations, curriculum and administration is a significant step forward in our journey towards a more sustainable Fleming College. The plan also builds on the great work already underway at Fleming. Faculty, staff and students have all contributed to a history of success that includes being the first college in Canada to ban the sale of bottled water, loading printers and copiers with 100% recycled content paper, and achieving bronze rating using the Sustainability Tracking, Assessment, and Rating System (STARS). Today, Fleming is leading the way by being one of only four Ontario colleges which has sustainability as a strategic priority and has completed the international STARS benchmarking report.

The newly founded Office of Sustainability is dedicated to ensuring Fleming College's programs and practices demonstrate its commitment to building a sustainable future. A comprehensive Year 1 Action Plan subtitled "Moving from Commitment to Results" was developed to implement the Sustainability Plan, and I am pleased to present this first annual report on the results of our efforts. From moving forward on composting awareness campaigns to making sustainability a focus of the 2014 faculty common block development initiative, we should be proud of all that we have accomplished together towards becoming a Leader in Sustainability!

WHAT IS SUSTAINABILITY?

Sustainability “encompasses human and ecological health, social justice, secure livelihoods, and a better world for all generations”

Association for the Advancement of Sustainability in Higher Education

It represents the need to balance economic, environmental, and social needs, such that one area is not pursued at the expense of the others.

WHAT IS OUR SUSTAINABILITY ASPIRATION?

Fleming recognizes that sustainability is a continual journey, one that will be full of successes and challenges. As we work towards a more sustainable college, we aspire to be described in the following manner:

“Fleming College’s programs and practices demonstrate its commitment to building a sustainable future socially, economically, and environmentally for students, staff and the wider community.”

OVERVIEW OF NUMBER OF ACTIONS COMPLETED, UNDERWAY, DEFERRED

The implementation strategy for our corporate sustainability plan involves the creation of annual action plans. Our Year 1 Action Plan included 52 actions spread across our six sustainability plan goals. Due to the timing, our Year 1 Action Plan covered only 7 months in order to line up with our fiscal year end in March. Here’s how we did:

- 28 actions complete
- 18 actions underway
- 6 actions cancelled or deferred to next year

HIGHLIGHTS - YEAR 1 ACTION PLAN ACHIEVEMENTS

GOAL 1 - Increase awareness and understanding of sustainability

- Launched the Office of Sustainability webpage as the “go-to” resource for sustainability at the College
- Opened the Office of Sustainability with staff and student workers dedicated to implementing Sustainability Action Plans at all campuses
- Created an inventory of Fleming sustainability initiatives to date which identified over 30 initiatives across all campuses
- Held *Action Plan* engagement events at Sutherland, Frost and Haliburton campuses (and online) to create awareness of Fleming’s sustainability activities and gather ideas from students, staff and faculty
- Published articles in Fleming Zone, SH101 (student publication) and Fleming Ties

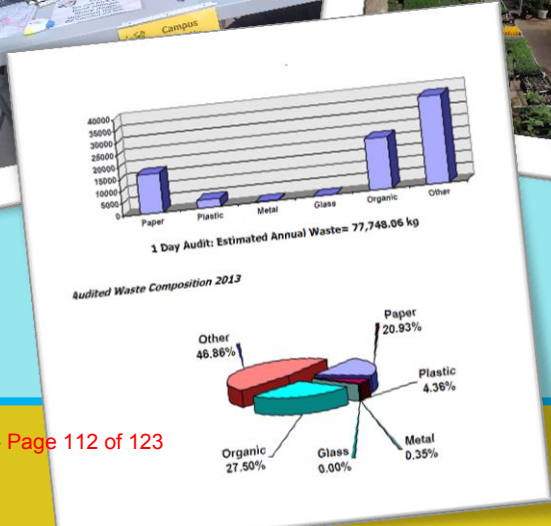
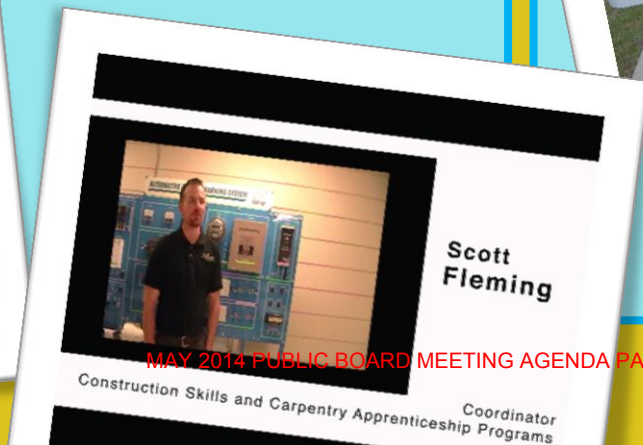


GOAL 2 - Incorporate sustainability into the student experience

- Re-launched the Frost campus Bike Loan program providing free bikes for students and staff
- Began planning for a Community Garden at Sutherland campus' residences – targeting summer 2014 opening
- Created a new Academic Task Force with faculty and staff from across the College who have provided guidance to the Office of Sustainability on:
 - creating a video highlighting faculty leadership on sustainability that was shown as part of a sustainability presentation delivered to close to 120 **faculty**
 - creating a proposal for a new General Education course: "Sustainability: Practical Knowledge and Innovative Solutions"
- Incorporated sustainability outcomes and activities into Fleming's new student co-curricular record
- Included sustainability outcomes in the program review and curriculum renewal templates
- Delivered sustainability related workshops, employer panels, and showcased sustainability-focused curriculum examples as part of the 2014 common block development Professional Development week.

GOAL 3 - Reduce negative environmental impacts of Fleming operations

- Completed 7 energy conservation projects including upgrading to more energy efficient lighting in the Frost campus greenhouse and installing more efficient motors on several Sutherland campus air handling units
- Completed waste audits for Frost and Sutherland campuses determining total waste generated and total waste diverted from landfill
- Developed and implemented "Get Caught Composting" Program at Sutherland campus to promote increased composting



GOAL 4 – Improve the well-being of Fleming students, staff, and the communities we serve

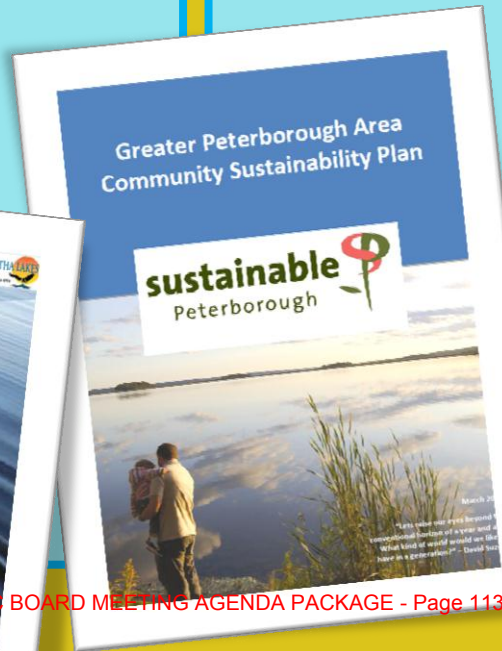
- Participated as member of the Sustainable Peterborough Steering Committee. Sustainable Peterborough is a regional sustainability plan covering 11 municipalities and 2 First Nations
- Maintained membership in Sustainable Peterborough Partnership Program – providing updates on college sustainability initiatives
- Assisted in LEED for Existing Building certification process for Peterborough Sport & Wellness Centre by completing 5 related research projects as a springboard for ongoing applied student projects to support Sustainable Peterborough

GOAL 5 - Collaborate on sustainability initiatives

- Connected faculty across schools through the Academic Task Force and through hosting meetings between skilled trades and the Haliburton sustainable building program.
- Participated in sharing of experiences and best practice through Ontario Colleges and Universities Sustainability Professionals group

GOAL 6 – Utilize sound business analysis for sustainability initiatives

- Added sustainability criteria to Fleming’s capital expenditure application process
- Established baseline quantities and costs for energy use, water use, paper use, and waste generation (Frost & Sutherland campuses)



BASELINE DATA & PERFORMANCE

Fleming's Sustainability Plan established a number of quantifiable metrics and targets. Below a few of those targets along with the baseline determined during the year. In future years we'll begin reporting on our progress.

Metric & 2018 Target	Baseline
Reduce energy consumption per square foot by 15%	36.46 ekWh/sq.ft.
Reduce water consumption per square foot by 10%	0.0442 m3/sq.ft.
Reduce total amount of paper used by 30%	8,902,302 sheets (2013)
Increase number of sustainability focused & sustainability related courses to 50%	27% (2013)
Percentage of Fleming students participating in community based learning (as part of their curricular and co-curricular experience)	14% (2013)
Increase the percentage of local/sustainable content in food provided by 3rd party food service provider to 40%	28% (2013)

LINKS TO MORE INFORMATION

Interested in learning more about Fleming's sustainability efforts? Check out the following links:

- Office of Sustainability webpage
<http://flemingcollege.ca/services/office-of-sustainability>
- Sustainability Plan
<http://flemingcollege.ca/i/pages/sustainability-plan-2013-18.pdf>
- Sustainability Plan – 2 Page Overview
<http://flemingcollege.ca/i/pages/sustainability-plan-overview.pdf>
- Year 1 Sustainability Action Plan
<http://flemingcollege.ca/i/pages/sustainability-action-plan-2013-14.pdf>

Special thanks to the Sustainability Steering Committee for the support and guidance in the creation and ongoing implementation of Fleming's Sustainability Plan.

“Leave the world better than you found it, take no more than you need, try not to harm life or the environment, make amends if you do.” Paul Hawken, The Ecology of Commerce

REPORT TO THE BOARD OF GOVERNORS**SUBJECT:** *Fleming College Lean Report – Year Two Update***PRESENTED BY:** Ms. O'Connor, Academic/HR Special Projects Leader**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

At the June 26, 2013 public Board meeting, the Board of Governors received the first Lean efficiency report and requested brief updates.

Strategy 6.5, under Developing the Fleming Working Environment in the 2012-2013 Business Plan declared that “an efficiency report card will be developed that summarizes informal and formal Lean efficiency improvements”. The attached Year 2 report card has organized these improvements under each of the six strategic priorities in the College Strategic Plan.

The report also represents the breadth of activity across the College in terms of the number of new Value Streams reviewed (6) and Kaizens implemented (8). The Year 1 report emphasized the importance of staff engagement going forward. This past year, over 100 staff (from all employee groups) and students have been involved in either a formal Value Stream or Kaizen event or a Lean Training Workshop. The work spanned across 7 departments at the College and now includes projects in the Academic Division with the School of Justice and Business Studies.

Some highlights of the 2013-2014 work are the projects undertaken with the funding of \$140,000 from the College Financial Health and Sustainability Grant (CFHS) to pilot using Lean tools with academic program redesign. There are 9 programs in the School of Justice and Business Studies that are part of the pilot, and the work has been broken into three phases. Phase 1 has been completed and involved the redesign of the Project Management post-graduate certificate program. This is a high demand program, particularly as regards to international students, with strong contribution to overhead (39%). The redesign supported a continuous intake each semester while increasing the amount of applied learning and reducing face-to-face delivery by 120 hours each semester. Involvement of all faculty, the curriculum consultant and current and past students was critical to the quality improvements and the success of this phase. Implementation of the redesign through Kaizen (rapid improvement) events was immediate with the involvement of Academic Operations Staff. Phases 2 and 3 are underway this spring/summer, and the results will be reported back to the Ministry. The College has until March 31, 2015 to complete all three phases.

Additional formal Lean work included a Value Stream mapping review of the employee recruitment and selection process and the College capital planning process. Both of these initiatives targeted reduced processing time through elimination of redundant processes, creating standard work and automating functions. The capital planning Lean established a staged gate approach to approval of capital projects that involved a standard business case template requiring that all proposed capital projects justify their need and strategic alignment with College priorities.

This past year has also involved the ongoing implementation of process improvements relating to Value Stream reviews in 2012-2013. The process improvement for student self-service functionality in Evolve through Add/Drop/Swap course selection reflected ongoing improvements in success rates of individual transactions (72% from 55%) and student satisfaction. The processing and lead times for developing education plans for students with disabilities also continues to demonstrate successful results –with an 90% average reduction in time on task for counselors, meaning that the plans continue to cost an average of \$73 per unit to develop as opposed to \$375 per unit cost (using time and hourly staff wages).

A number of Fleming staff and students have been trained in Lean as part of a formal Lean review or at a workshop. The application of “Lean Thinking” across the organization is strongly evident in a number of departments, including, the Registrar’s Office, Continuing Education, Finance and Human Resources. It is the day-to-day application of Lean Thinking that results in the most remarkable gains in efficiencies, some of which are highlighted in the report. Many of these efficiencies also leverage our system integration and investment in Evolve. It is this type of work that represents the cultural shift towards a more creative and problem solving workforce at the College – a workforce that is challenging inefficient processes and striving for continuous quality improvement.

Finally, this past year Fleming has worked more closely with industries from the private and public sector to develop a Lean certification program and quality improvement institute to support local workforce development. This builds on the work we are already doing through contract training with the Manufacturing Operator Certificate Program (which includes Lean modules) and Peak Leadership. Through partnership discussions with SAIT (Southern Alberta Institute of Technology), the pilot launch of the quality improvement institute, slated for this fall, may expand to a national focus in 2015.

Going forward, Fleming is continuing to build capacity to support Lean initiatives by training faculty and staff as facilitators and has formalized Lean processes and guidance of initiatives through a College Steering Committee. Aligning Lean initiatives with strategic priorities will continue to be a focus for this multi-stakeholder committee. Fleming continues to build upon and share best practices with other organizations both locally and provincially, including Algonquin College which is further along in their Lean journey.

PREPARED BY: Trish O’Connor

Fleming College

Annual LEAN Report

2013 - 2014

YEAR IN REVIEW – Sonia Crook, VP Human Resources and Student Services

This annual Lean report highlights achievements under each of our six college strategic priorities. Fleming launched its first Lean pilot in 2011. This year we reviewed two new processes, as well as a number of programs in the School of Justice and Business Studies. The recent academic work is part of a Ministry funded pilot to see how Lean can be applied in academic program design. Going forward, it is important that Fleming continues to find ways to focus our efforts on value added work to enhance quality and fulfill commitments made in our Strategic Mandate Agreement.

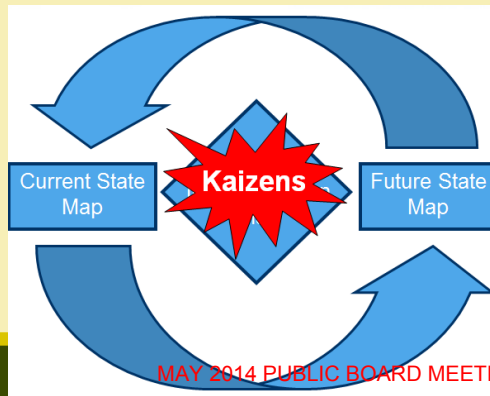
Organizations who embrace Lean typically journey through 5 stages and the process takes many years to ensure that Lean becomes a “*way of life*”. The first two to three years involves moving from a reactive approach with adhoc learning to establishing a formal structure with team learning. At Fleming, stage 2 has now been achieved; the past year has involved the implementation of a formal process for selecting value streams, and broad engagement and training of more than 100 employees. Going forward the college will reach stage 3 which entails deployment with more goal orientation towards our Lean approach. This requires continued focus on embedding Lean in our day-to-day work and carefully selecting value streams to review and track with key metrics. Our recent pilot work in Integrated Program Planning, involving collecting key data for our academic programs, is a good step towards this goal.

“A Lean enterprise is like a school in that it is a teaching and learning organization. The learning is directed towards continuous improvement of how the work gets done in order to serve customers better (Martichenko, 2008)

WHAT IS LEAN?

Lean is a way to reduce waste and variation in our processes in order to increase value added work. The term was originally coined as “Lean Thinking” by James Womak and Daniel Jones (1996/2003). Lean is really about the problem solving and innovation capabilities in organizations to improve quality, increase efficiencies, eliminate waste and improve the value to our students. Studies have shown that, in a typical organization, only a small fraction of total time and effort actually adds value for the end customer. Who are our clients? Our clients are the students that we serve and the employers and industries who hire them.

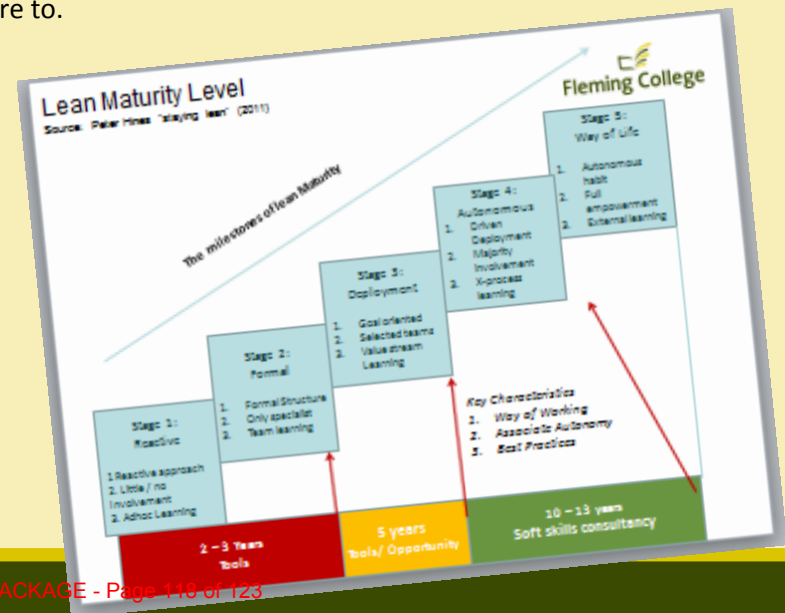
When Fleming takes a Lean Thinking approach we seek to look at how each step within our processes bring value to our clients/students and to eliminate processes that do not add value. This is done through 1) identifying value through the eyes of our customers; 2) mapping the process flow of value; 3) eliminating waste by creating flow or customer pull (what do they demand?), and then 4) perfecting through continuous improvement. The key tool for mapping the flow of work is the value stream mapping process and implementation is achieved through rapid improvement events called Kaizens. By adopting Lean principles, more time will be spent on strengthening strategic work and supporting innovation in how Fleming delivers programs and services to its students. This approach leads to more satisfying work for everyone!



WHAT IS OUR FOCUS AT FLEMING THIS YEAR?

Our formal value stream Lean work at Fleming started with looking at processes in the service areas (e.g. Student Services etc.), and recently, has spread to academic programs. However, the most important work is the day to day employment of “Lean Thinking” in problem solving and creating efficiencies across the college. There are numerous examples of this, some of which have been highlighted in this report. These are the most important gains because they reflect a problem solving culture.

Culture is an important lever when implementing Lean. Fleming strives to offer a culture where innovation is embraced, efficiencies are gained and success is attained by students and employees alike. However, culture can also be the unseen but powerful obstacle to making change in any organization. As Fleming continues in its Lean journey we will continue to promote problem solving capabilities by all stakeholders, including our students, and we will challenge ourselves to make change through empowerment at all levels to eliminate inefficient processes. This is rewarding! This is the Lean culture we aspire to.



FLEMING'S STRATEGIC PLAN GOALS

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

OVERVIEW OF NUMBER OF PROJECTS COMPLETED, UNDERWAY & DEFERRED

Our Lean work has crossed the organization in the past year, from Human Resources to Finance and from Student Services to the School of Justice and Business Studies. The breadth of work has included internal processes, academic program design, external partnerships and work with the community. Each of the Fleming's Strategic goals is serviced by these activities.

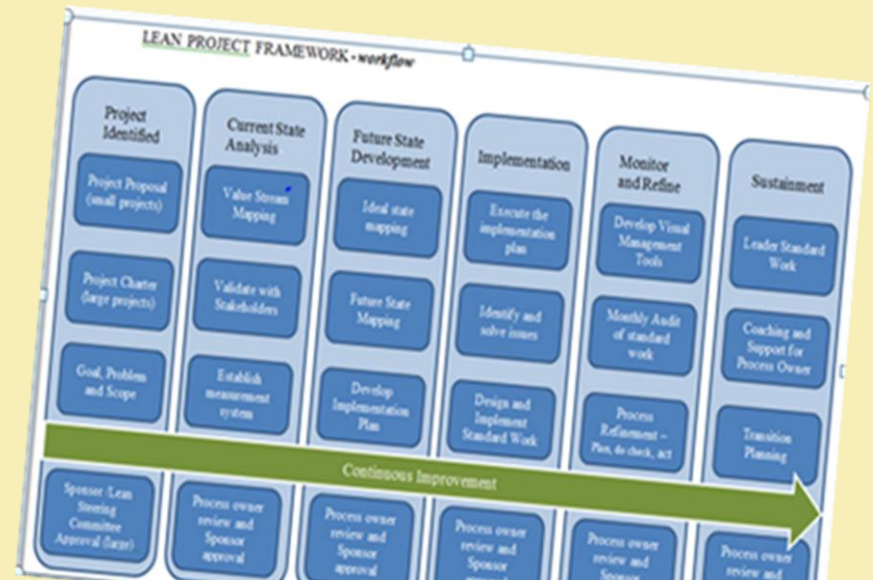
Here's how we did:

- 6 value stream events – 1 deferred
- 8 kaizen (rapid improvement workshop) events
- Over 100 staff, faculty and students involving 7 departments
- 1 community event involving 16 local industry partners from both the private and public sector



HIGHLIGHTS OF 2013/14 ACCOMPLISHMENTS

- Goal 1 – Achieving Excellence in Student Learning
 - Received a \$140,000 grant to pilot use of Lean tools in the School of Justice and Business Studies for 9 program delivery projects, targeting costs and KPIs
 - Student and graduate involvement in value stream mapping for academic programs to improve quality from the student perspective
 - Faculty workshops as part of CBD training more than 20 faculty in Lean Thinking
 - Worked with local industry, private and public sector partners to design a Lean certification program and quality improvement institute
 - Education Plans – Counselor time on task reduced by 90% with the new process, which allows Coordinators 50%-65% more value added time with students



- Goal 2 – Providing Superior Services and Facilities
 - Completed value stream mapping to redesign the capital planning process
 - Incorporated a new business case process for greater strategic alignment and reduction in waste by eliminating unnecessary projects--identified lead time reduction of 75%
 - Continued success in Add, Drop, Swap student course self-selection – 72% overall success rate (fall,13) with the Evolve system and increased student satisfaction
 - Automated student bursary cheque posting, reducing RO staff processing time from 1-2 weeks to 15 minutes, and automated Continuing Ed calendar to increase accuracy and significantly reduce processing time
 - Education plans for students with disabilities produced in 45% less time (average 15 versus 27 days)
 - Improved process controls and tracking of Student Recruiter Payments
 - Streamlined process and standardized forms for “Gift in Kind” Donations process to eliminate confusion

- Goal 3 – Leading in Sustainability
 - Included Green Value Stream Mapping (waste, composting and energy usage) as part of 5 year Sustainability Plan, with established baseline and target metrics for energy , waste generation, and paper use
 - Trained Office of Sustainability staff in Lean principles
 - Incorporated Life Cycle Analysis into the Capital Planning Lean new business case template
 - Improved and standardized Board of Governor practices to save time, paper and courier costs (reduce carbon footprint) by making packages electronic. New process reduces waste and provides for “just in time” delivery
 - Automated both the e-confirmation of enrolment process for OSAP and RO file management, reducing manual files by 75% and saving significant staff time and paper
- Goal 4 – Growing with Positive Results
 - Increased applied, work integrated learning for the Project Management program by 19% while supporting continuous intake of a strong enrollment program, and reducing face-to-face delivery by 120 hours
 - Included Lean tools and principles in support of the Integrated Program Planning initiative to establish program metrics
 - Automated the (3000 annual) offers of admission to international students -- RO staff saved two hours daily processing time and 6000 letterhead pages annually
 - Streamlined and automated numerous RO processes so that staff have more time to focus on value-added student admissions work

“What I appreciate about it most is that it is going to help the student and our biggest concern is student success!” - Scott Fleming, Program Coordinator, Skilled Trades and Technology

“It was really great to work with fellow colleagues on positive solutions, to some of the cumbersome processes we complain about but never seem to have the time to fix. I found the current mapping a real eye opener” – Sheila McGrath, Records Specialist, Registrar’s Office

- Established the foundation for the SAIT (Southern Alberta Institute of Technology) partnership for a national Lean quality improvement academy
- Completed a Memorandum of Agreement with The International Center for Studies in Creativity, State University of New York, to infuse innovation and creative thinking into the curriculum developed for the Lean quality improvement academy
- Goal 5 – Building Community Success
 - Conducted a “Voice of the Customer” event to build Lean certification training -- involved 16 local industry partners ranging from the City of Peterborough to Siemens Milltronics
 - Included Lean training as part of our new Manufacturing Operations Certificate program delivered through contract training
 - Met with local Industry partners (Siemens, Peterborough Regional Health Centre etc.) to share best practices in Lean and extending our expertise to support the County of Peterborough
 - Developing a Lean quality improvement academy which will include Lean, creativity and innovation as a focus for local workforce development

- Goal 6 – Developing the Fleming Working Environment
 - Implemented a streamlined and automated process for contract faculty step (pay rate) calculation and reduced the lead time by 43% meaning that new contract faculty receive their contracts sooner
 - Trained 45 faculty and 53 support staff and administration in Lean Thinking
 - Involved 21 faculty and 45 support staff and administration in Value Stream Mapping events
 - Trained 3 faculty and 1 administrative staff as Lean facilitators to build further organizational capacity
 - Launched online learning for staff professional development to save travel and facilitator costs – 609 users have completed 199 online courses
 - Conducted a value stream mapping event to streamline and standardize the recruitment and selection process to reduce extra processing and lead time by 10%
 - Identified and implemented workloading process improvements to establish standard work in reducing unnecessary changes in workloading
 - Lean Steering Committee met 4 times to guide Lean decisions going forward and published 3 Lean communiques to the college community
 - Automated numerous RO processes to free up staff time to focus on more value-added work
 - Automated online nomination for Fleming awards to increase nominations by 120%
 - Streamlined the ELT meeting planning process to reduce waste and improve meeting efficiency



STAFF ENGAGEMENT

Events by employee group – Value Stream Mapping, Kaizens and Voice of the Customer.

Events	Faculty	Administration	Support Staff	Students/Grads/ Community
Recruitment and Selection Lean		5	7	
Capital Planning Lean		5	9	
Project Management Program	7			3
Add Drop Swap Kaizen Event		2	4	
Employment Services		1	7	
Employee Entry Exit Process		3	8	
Academic Operations – workloading Kaizen		4	6	
Common First Year – business programs value stream mapping	16	2		3
Lean Academy Voice of the Customer Event	3	3		16

“I have already seen that there is so much we can learn from Lean practices in terms of curriculum design and development. Through the adoption of continual improvement principles, we can provide our students with learning opportunities that are relevant, authentic, and efficient. And while it might seem contradictory for a process that has efficiency as its end goal, I have seen some of the best examples of student-centred learning emerge from the Lean projects taking place in the School of Business”.

Wendy Morgan, Curriculum Consultant

“We could never have achieved this without this process!”
Raymond Yip Choy, Faculty and Program Coordinator

LINKS

Lean Updates:

March 24, 2014 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

October 15, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

April 29, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

February 12, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

December 5, 2012 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

October 19, 2012 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

Outcome – Future State

Project Management (PMG)

Fleming College
OUR COURSEWORK | OUR SKILL | OUR SUCCESS

Sem 1 – Students take 7 foundational courses and are assigned a project team and a project. During this time, they use the concepts and skills learned in the courses to initiate and plan their project.

MGMT 180	MGMT 181	MGMT 183	MGMT 182	MGMT 188	MGMT 189	ACCT 90
Principles of Project Management	Project Management Tools & Techniques	Project Planning and Scheduling	Project Scope, Quality & Risk	Managing change	Procurement & Contract Management	Project Cost Management

↓

Sem 2 – In their project teams, students execute and close their projects. They take three courses that provide them with high level management perspectives that allow them to contribute at a more senior level.

MGMT 225	MGMT 226	MGMT 227	APST 132
Leadership & Management	Corporate Social Responsibility in a Global Environment	Best practices in Project Management	Applied Project. Dedicated time to execute the project that was initiated and planned in Sem 1. project teams are assigned faculty mentors and will be required to work closely with their clients and sponsors.

CLASS.WORK. BRINGING THE REAL WORLD TO THE CLASSROOM.

1