

SIR SANDFORD FLEMING COLLEGE BOARD OF GOVERNORS PUBLIC MEETING AGENDA

Wednesday, January 23, 2019
3:30 p.m.
Sutherland Campus

Scholfield Boardroom
Room B3330
Peterborough, ON

	Topic	Presenter	Time
1.	Call to Order, Opening Remarks	D. Marinigh	2 min
	<ul style="list-style-type: none"> Welcome to the Traditional Territory <i>The Board of Governors will hold this meeting on the traditional lands of the Mississauga and Anishinaabe peoples.</i> Introduction of Guests 		
2.	Approval of the Agenda (pages 1-2)	D. Marinigh	1 min
3.	Declarations of Conflict	D. Marinigh	1 min
4.	Consent Agenda (page 3)	D. Marinigh	1 min
	4.1 approve the Minutes of the November 28, 2018 Public Board meeting (pages 4-6)		
	4.2 receive for information the Report on Contracts Awarded (page 7)		

REGULAR AGENDA

5. **Business Arising from the Previous Meetings** (not otherwise covered)
None identified.
6. **Approval / Decision Items**
 - 6.1 Student Tuition Fees 2019-2020 (enclosed, pages 8-10) B. Baker 10 min
7. **Information / Discussion Items**

Items 7.1 through 7.6 are allocated approx. 2 minutes per item if Governors have questions

 - 7.1 Financial Position at December 31, 2018 (enclosed, pages 11-15)
 - 7.2 Section 28 of Financial Administration Act (enclosed, pages 16-20)
 - 7.3 Winter 2019 Enrolment (enclosed, pages 21-24) **UPDATED**
 - 7.4 Business Plan Interim Report (enclosed, pages 25-33)
 - 7.5 Quality Audit Improvement Plan Progress Report (enclosed, pages 34-35) **UPDATED**
 - 7.6 Key Performance Indicators Action Plan (enclosed, pages 36-62)
 - 7.7 Report from the Board Chair D. Marinigh 5 min
 - 7.8 Report from the President (enclosed, pages 63-65) M. Adamson 5 min

8. Other Business

9. Roundtable: “Community Connections”

D. Marinigh

10 min

On the Table: Winter Edition of the CCBE program

**10. Next Public Board Meeting: Wednesday, February 27, 2019
To Be Determined**

11. Adjournment of the Public Meeting approx. 4:20 p.m.

Private Session / Informal Dialogue (un-minuted)

CONSENT AGENDA

Public Board Meeting
January 23, 2019

Agenda Item 4

CONTEXT / PURPOSE

To ensure the Board of Governors has sufficient time at its monthly meetings to deal with substantive policy issues and time to review and strengthen its own operations, minor or non-controversial Board matters will appear on a Consent Agenda for both the public and in-camera meetings. Items listed on the Consent Agenda do not require discussion and are approved en bloc.

BACKGROUND

- Board Procedure BP-009, *Consent Agenda*

Attachments:

As listed below

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College

- 4.1 Approve the Minutes of the November 28, 2018 Public Board meeting**
- 4.2 Receive for information, the Report on Contract Awards between \$500,000 and \$999,999 for the October 1, 2018 through December 31, 2018 timeframe**

Board of Governors PUBLIC MEETING
Wednesday, November 28, 2018
Sutherland Campus, Scholfield Boardroom – B3330
Peterborough, ON

MINUTES

Present: Mr. Fred Clifford (phone)
Ms. Chloe Craig
Mr. George Gillespie
Ms. Nicole Grady
Dr. Aaron Grant
Ms. Hajni Hos
Ms. Rosemarie Jung (phone)
Ms. Katherine MacIver
Mr. Dan Marinigh, Board Chair
Ms. Mary Lou McLean
Ms. Cathy Praamsma
Ms. Maureen Adamson, President

Regrets: Mr. Mike Leonard

Ms. Michele McFadden, Board Secretary

Senior Administration:

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

Staff Presenting:

- Item 5.1: Ms. Angie Sims, Director Budget Services
- Item 6.1: Ms. Kristi Kerford, Associate Vice-President Student Services

Guests in Attendance:

- Ms. Sara O'Halloran, College Communications

1. Call to Order

The Chair called the meeting to order at 2:39 p.m. and acknowledged holding the meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

The Chair confirmed **quorum**, noting two members were participating via telephone. Staff and guests were **welcomed**.

Installation of Incoming Governors. Chair Marinigh presented Governor Hos with her tartan made from the cloth of the Murray Clan Tartan. The College's namesake was born in Scotland and the Fleming family was a sub-clan of the Murray clan, hence the association with the Murray Tartan. The tartan is used officially by the Fleming Board.

Approval of the Agenda: It was moved by Ms. Praamsma, seconded by Ms. McLean and carried to approve the printed agenda.

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

3. **Consent Agenda**

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

Moved and Seconded by Ms. Grady and Mr. Gillespie

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the November 28, 2018 meeting and, through this consent,

- 3.1 approve the minutes of the October 24, 2018 Public Board meeting;**
- 3.2 approve revised College Policy #4-429, *Cannabis Possession and Use*;**
- 3.3 receive for information the Investment Portfolio Review Report for the period ended September 30, 2018.**

Motion Carried
(Resolution BoG Nov28-2018 #1)

REGULAR AGENDA

4. **Business Arising from Previous Meetings:** None identified.

5. **Decision Items**

- 5.1 **2018-2019 Financial Plan Update:** Presented by Vice-President Baker, the financial plan is reviewed mid-year to update the preliminary budget for known adjustments to the original budget assumptions. All Ministry financial health indicators are positive. Highlights of the update budget:
- total revenues of \$150.4 million, total expenditures projected at \$141.7 million, leaving \$8.8 million available for contribution to reserves
 - capital investment is budgeted at \$17.1 million, an increase of \$3.9 million from preliminary
 - net assets are projected to be \$35.1 million

While projecting a surplus, the budget is not without risk; winter tuition must still be based on enrolment forecasts that are subject to change.

Governors were afforded the opportunity to ask questions.

Moved and Seconded by Mr. Gillespie and Ms. MacIver

THAT the Board of Governors of Sir Sandford Fleming College approved the updated Fleming College Financial Plan 2018-2019 including adjustments to the Internal Restricted Reserve within Net Assets which provides for:

- **Total Revenue of \$150,412,813**
- **Expenditures of \$141,653,482**
- **Capital Expenditure of \$17,112,956**
- **Net Assets at March 31, 2019 of \$35,095,000 AND**

THAT the Update Budget be submitted to the Ministry of Training, Colleges and Universities.

Motion Carried
(Resolution BoG Nov28-2018 #2)

6. **Discussion Items, Reports and Information Items**

- 6.1 **Sexual Violence Prevention Annual Report:** Fleming has had a standalone Sexual Violence Prevention policy in place since March 2015, created in response to legislation which requires

all Ontario postsecondary institutions to have such a policy. The legislation also requires colleges to provide their board of governors with an annual report. Associate Vice-President Kerford provided highlights of the measures in place. Since launching the policy, reporting statistics indicate an increase in disclosures, which was anticipated. It was noted that formal reports are investigated internally, there is no action taken with anonymous reports. Increased attention to reporting processes increases reports; it was suggested that the report be further broken down into categories based on our protocol with police, e.g. which of these reports fall into police segment, which were violent, which were investigated.

It was moved by Dr. Grant, seconded by Ms. McLean and carried to **receive for information the Sexual Violence Prevention Annual Report.**

- 6.2 Report from the Board Chair:** Chair Marinigh extended thanks to the governors who were able to attend the installation ceremony and acknowledged the role played by key staff in the planning of the event. President Adamson will be hosting a Fleming Family Skate day on December 14 from 3:00 to 5:00 p.m. at the Peterborough Memorial Centre; this invitation is open to Governors as well. The Chair also highlighted events he attended in concert with the Higher Education Summit

It was moved by Ms. Grady, seconded by Ms. Hos and carried to **receive the verbal report of the Board Chair.**

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

It was moved by Ms. Jung, seconded by Ms. MacIver and carried to **receive President's Report for information.**

- 7. Other Business:** none brought forward or identified.
- 8. Community Connections:** Members were afforded the opportunity to share information that may be of interest/benefit to other Governors or to the College. Members requested the opportunity to formally participate in the next Open House event.
- 9.** It was moved by Ms. Grady, seconded by Ms. Craig and carried to **adjourn the Public Board meeting at 3:35 p.m.**

Period: October 1, 2018 - December 31, 2018

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

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

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 6.1

Report Title: Student Tuition Fees

Report to: Public Board Meeting

Date: January 23, 2019

Requested Action: Decision / Approval

Prepared and Submitted by: Angie Sims, Director Budget Services

OVERVIEW / BACKGROUND

This report aligns with the Minister's Binding Policy Directive on Tuition and Ancillary Fees which requires that tuition and ancillary fees for all programs of instruction and courses operated by the College have been approved by the Board of Governors

ANALYSIS / PROPOSED OPTIONS

The tuition fees proposals were developed in consultation with the Deans and the International Education Department, and were calculated by using prior year amounts and adding a percentage increase to each fee/group.

Domestic Fees: The Ministry policy on tuition fees has expired and we have yet to see the revised policy being proposed. However, we have been given notice that all domestic fees under policy are to be reduced by 10%. All fees will be reduced according to policy and budget planning has taken this into consideration.

Recommendations for tuition fees on new programs will continue to come forward for Board approval as required in-year. However, these fees are intended to align with the structure of current programs and the tuition framework.

International Fees: There is no Ministry policy directing International tuition; however, our competitive position must be taken into consideration in setting these fees. Recent analysis has shown that on average, Fleming College's international tuition is 7% higher than the sector average. The College proposes we hold the international fees in most programs to the 2018-2019 fee levels and realign our fee "tiered structure" in a manner that ensures when compared to domestic fees and ministry funding grants, that an international student does not contribute less than a domestic student. Programs in "Category 4" of the attached tiered model are proposing an increase in the international fee, as within this grouping the contribution of an international student was less than that of a domestic student.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Approve domestic tuition fees and international tuition as outlined within the attached Domestic and International Student Fee proposal for 2019-2020, subject to further direction from government; Management will report back to the Board when and if further changes are known.

SUPPORTING DOCUMENTATION

- Domestic and International Student Tuition Fee Schedules for 2019-2020

Domestic Tuition Fee Schedule
(PER SEMESTER)
Proposal to come into Effect September 1, 2019

	2018/2019		2019/2020		
<u>Regular Programs</u>	\$	\$ Change	\$	\$ Change	% Change
Certificate Programs	1510	44	1359	-151	-10%
Diploma Programs	1434	42	1290	-143	-10%
Massage Therapy	1832	53	1649	-183	-10%
Graphic Design	1586	46	1427	-159	-10%
Arboriculture	1654	48	1488	-165	-10%
<u>High Demand</u>					
Blasting Techniques	3614	105	3252	-361	-10%
Computer Security & Investigation	3112	91	2801	-311	-10%
Ecological Restoration	2790	81	2511	-279	-10%
Electrical Power Generation	4646	0	4181	-465	-10%
Heavy Equipment Operator (FULL PROGRAM)	11421	0	10279	-1142	-10%
Motive Power Techniques - Heavy Equipment	4646	0	4181	-465	-10%
Outdoor Adventure Skills	2515	73	2263	-251	-10%
Outdoor Adventure Education	2893	84	2603	-289	-10%
Paramedic	3085	0	2776	-308	-10%
Practical Nurse	2328	68	2096	-233	-10%
Pre-Service Fire Fighter	4987	0	4489	-499	-10%
Pest Management	2681	0	2413	-268	-10%
<u>Ontario Grad. Certificates</u>					
Advance Water Operations	3238	94	2914	-324	-10%
Applied Research	2037	59	1833	-204	-10%
Applied Planning - Enviornmental	2300	67	2070	-230	-10%
Aquaculture	3400	99	3060	-340	-10%
Cultural Heritage Conservation and Management	1834	53	1651	-183	-10%
Emergency Management	1569	75	1412	-157	-10%
Environmental Visual Communication	3772	0	3394	-377	-10%
Food Nutrition Management	2228	0	2005	-223	-10%
GIS Programs	1663	79	1496	-166	-10%
Health, Safety and Enviornmental Compliance	2770	81	2493	-277	-10%
International Business Management	1676	49	1509	-168	-10%
Global Business Management	1676	49	1509	-168	-10%
Museum Management	1834	53	1651	-183	-10%
Natural Resources Law Enforcement	3015	88	2714	-302	-10%
Project Management	1676	49	1509	-168	-10%
Sustainable Agriculture	2211	64	1990	-221	-10%
Sustainable Waste Management	2951	86	2656	-295	-10%
Therapeutic Recreation	1936	56	1743	-194	-10%
Wireless Information Networking	1750	51	1575	-175	-10%

Student Fees
(PER semester tuition)
Proposal to come into Effect September 1, 2019

		<u>18/19 Fees</u>	<u>19/20 Fees</u>	%	Comment
<u>International Fees</u>		Per semester	Per semester	change	
1	Regular Programs - Certificate	6775	6775	0%	
	Regular Programs - Diploma	6775	6775	0%	
	GIS Programs	6775	6775	0%	
	Graphic Design	6775	6775	0%	
	Arboriculture	6775	6775	0%	
<i>High Demand with added program costs:</i>					
2	Cultural Heritage Conserv & Mg	7635	7635	0%	
	International Business Management	7635	7635	0%	
	Global Business Management	7635	7635	0%	
	Project Management	7635	7635	0%	
	Massage Therapy	7635	7635	0%	
	Biotechnology Forensics	7635	7635	0%	
	Therapeutic Recreation	7635	7635	0%	
	Sustainable Agriculture	7635	7635	0%	
	Wireless Information Networking	8086	7635	-5.9%	reduced the per semester fee to normalize the placement term fee
	Applied Planning - Environmental	7950	7635	-4.1%	(see below)
3	Ecological Restoration	8086	8086	0%	
	Outdoor Adventure Education	8086	8086	0%	
4	Advance Water Operations	7950	8500	6.5%	increase fees within the tier to match the level of domestic contribution toward school CTO (profit margin)
	Aquaculture	7950	8500	6.5%	
	Computer Security and Investigation	8196	8500	3.6%	
	Sustainable Waste Management	7950	8500	6.5%	
	Blasting Techniques	7950	8500	6.5%	
	Environmental Visual Communication	7950	8500	6.5%	
5	Sustainable Build and Design	9300	9300	0%	
	Electrical Power Generation	9300	9300	0%	
	Motive Power Techniques - Heavy Equipment	9300	9300	0%	

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.1

Report Title: Financial Position as at December 31, 2018
Report to: Public Board Meeting **Date:** January, 23, 2019
Requested Action: For Information
Prepared and Submitted by: Angie Sims, Director of Budget Services

OVERVIEW / BACKGROUND

Month end report outlining the financial position of the College as at December 31, 2018

ANALYSIS / PROPOSED OPTIONS

The overall assessment of the financial position as at December 31, 2018 is that the College is on track to building its surplus / contribution to reserves for year end. A reforecast for the year now provides for a projected year end surplus of \$9.7 million representing a net increase of \$1 million over budget. The most significant driver of this adjustment is increased international enrolments from returning students.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the Report for information.

SUPPORTING DOCUMENTATION

- Statement of Revenue and Expenses – Prior year trending analysis as at December 31, 2018
- Statement of Revenue and Expense – 4th Quarter reforecast as at December 31, 2018

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
Prior Year Trending Analysis
For the Period Ending December 31, 2018

	Current Year			Prior Year			Trending Variance	Comments
	Actual To 31-Dec-2018	Budget Current Year	YTD/Budget %	Actual To 31-Dec-2017	Actual Prior Year	YTD/Year %	Difference %	
Revenue								
Grants and Reimbursements	\$ 35,648	\$ 51,333	69.4%	\$ 32,488	\$ 47,093	69.0%	0.5% F	While grants are trending favourably with cashflow, year end accruals with respect to the international student recovery owed back to the province bring total funding below budget.
Full-time Tuition	-52,859	-56,315	93.9%	-31,579	-40,464	78.0%	15.8% F	Increase in returning students (~ 260) on trend
Part-time Tuition	-2,770	-3,520	78.7%	-2,345	-2,950	79.5%	-0.8% U	
Student Tuition Fees	55,629	59,834	93.0%	33,924	43,414	78.1%	14.8% F	
Contract Training	302	934	32.3%	812	1,166	69.7%	-37.4% U	timing variance on delivery of contracts and collections
Other Income								
Other Income	6,581	9,810	67.1%	5,154	9,665	53.3%	13.8% F	Increase in returning students (~ 260)
Ancillary Fees	4,389	5,671	77.4%	3,518	5,023	70.0%	7.3% F	Increase in returning students (~ 260)
Total Other Income	10,970	15,482	70.9%	8,672	14,688	59.0%	11.8% F	
Amortization of Deferred Capital Contributions	3,294	4,393	75.0%	3,078	4,104	75.0%	0.0% U	
Total Operating Revenues	105,843	131,976	80.2%	78,974	110,465	71.5%	8.7% F	Anticipate overall increase in operating revenues
Skills Programs	2,199	3,650	60.2%	2,142	3,752	57.1%	3.1% F	on trend
Tuition Holdback Bursaries	1,542	3,050	50.6%	1,269	2,123	59.8%	-9.2% U	revenue recognition dependent on funds disbursed, zero net impact on college
Ministry Bursaries	535	582	91.8%	453	595	76.1%	15.7% F	
Special Projects	2,744	4,471	61.4%	1,537	2,954	52.0%	9.4% F	timing - projects will vary annually
Facilities Renewal and Renovation Projects	200	676	29.6%	1,491	623	239.3%	-209.7% U	timing - projects will vary annually
Ancillary Operations	4,975	6,007	82.8%	4,705	5,632	83.5%	-0.7% U	on trend
Total Revenue	\$ 118,038	\$ 150,413	78.5%	\$ 90,572	\$ 125,935	71.9%	6.6% F	

SIR SANDFORD FLEMING COLLEGE

Statement of Revenue and Expenditures

Prior Year Trending Analysis

For the Period Ending December 31, 2018

		Current Year			Prior Year			Trending Variance	
		Actual To 31-Dec-2018	Budget Current Year	YTD/Budget %	Actual To 31-Dec-2017	Actual Prior Year	YTD/Year %	Difference %	Comments
Expenditures									
Salaries and Benefits									
	Salaries FT Academic	15,148	21,478	70.5%	12,466	18,335	68.0%	2.5% U	
	Salaries FT Administrative	6,211	9,332	66.6%	5,368	8,138	66.0%	0.6% U	
	Salaries FT Support	11,317	15,473	73.1%	10,596	14,837	71.4%	1.7% U	
Salaries, Full Time		\$ 32,675	\$ 46,283	70.6%	\$ 28,431	\$ 41,309	68.8%	1.8% U	No significant variance anticipated
									added PT capacity required due to added enrolments, however
	Salaries PT Academic	10,390	15,341	67.7%	6,091	10,801	56.4%	11.3% U	also adding capacity to projects related to new program
	Salaries PT Other	2,288	3,848	59.4%	1,725	2,713	63.6%	-4.1% F	development and alike from \$2 M investment fund
Salaries, Part Time		12,677	19,190	66.1%	7,816	13,514	57.8%	8.2% U	student wages are under utilized
Benefits		9,331	14,214	65.6%	7,734	11,249	68.7%	-3.1% F	
Total Salaries and Benefits		54,683	79,686	68.6%	43,980	66,073	66.6%	2.1% U	Overall salary and benefits increasing with increase students
		20.6%	21.7%		21.3%	20.5%			
Non-Salary Expenses									
	Instructional Support Costs	4,712	6,292	74.9%	3,977	5,299	75.0%	-0.2% F	trending
	Travel	966	2,032	47.6%	758	1,340	56.6%	-9.0% F	underspending anticipated
	Advertising	700	1,227	57.1%	553	938	58.9%	-1.9% F	trending
	Telephone, Audit, Legal & Insurance	2,723	3,454	78.8%	1,532	2,633	58.2%	20.7% U	increase insurance requirements for international students
	Equipment Maintenance	481	655	73.5%	452	595	75.9%	-2.5% F	trending
	Plant and Security	1,589	2,850	55.7%	1,317	2,656	49.6%	6.1% U	cash flow timing - ahead with payment to cleaners & security
	Rentals and Taxes	648	1,044	62.1%	696	708	98.3%	-36.2% F	over forecast on per diem property taxes
	Utilities	1,661	2,557	64.9%	1,745	3,167	55.1%	9.9% U	timing variance - anticipate lower winter hydro
	Contract Services Trent	0	2,280	0.0%	0	2,295	0.0%	0.0% U	trending
	Services & Other	5,794	8,984	64.5%	3,443	7,095	48.5%	16.0% U	timing - enhanced process to ensure more timely payments re:
	Long Term Debt Interest	30	82	36.8%	36	47	76.2%	-39.3% F	agent commission. Contracts pending under professional services
	Amortization of Capital Assets	4,953	6,604	75.0%	4,197	5,596	75.0%	0.0% U	Pending withdrawal on OFA loan
Total Non-Salary Expenses		24,259	38,062	63.7%	18,705	32,369	57.8%	5.9% U	
Total Operating Expenditures									
		78,942	117,748	67.0%	62,685	98,442	63.7%	3.4% U	Overall expenditures anticipate to increase to offset added cost
									related to added students from enrolment plan.
	Investments	2,221	5,633	39.4%	636	3,415	18.6%	20.8% U	
	Skills Programs	2,199	3,650	60.2%	2,142	3,752	57.1%	3.1% U	on trend
	Tuition Holdback Bursaries	1,542	3,050	50.6%	1,269	2,123	59.8%	-9.2% F	revenue recognition dependent on funds disbursed, zero net
	Ministry Bursaries	535	582	91.8%	453	595	76.1%	15.7% U	impact on college
	Special Projects	2,744	4,471	61.4%	1,537	2,913	52.8%	8.6% U	timing - projects will vary annually
	Facilities Renewal and Renovation Projects	215	704	30.5%	1,491	1,682	88.6%	-58.1% F	timing - projects will vary annually
	Ancillary Operations	3,999	5,816	68.8%	3,540	5,200	68.1%	0.7% U	on trend
Total Expenditures		\$ 92,397	\$ 141,653	65.2%	\$ 73,753	\$ 118,122	62.4%	2.8% U	
Net		\$ 25,641	\$ 8,759	292.7%	\$ 16,818	\$ 7,813	215.3%		Anticipating greater surplus than projected at budget update

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
Fourth Quarter Reforecast
For the Period Ending December 31, 2018

Current Year									
	Actual To 31-Dec-2018	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Balance of Reforecast	Budget	Variance	Comment
Revenue		April - June	July - Sept	Oct - Dec	Jan- March				
Grants and Reimbursements	\$ 35,648	\$ 12,432	\$ 11,790	\$ 11,426	\$ 15,285	\$ 50,933	\$ 51,333	- 400	Anticipating an increase in overall international students thus an increase in the grant "clawback" is anticipated. Additionally our second career enrolments have declined.
Tuition Reg FT Winter (2018 - 4 weeks)	\$ 2,219	\$ 2,219				\$ 2,219			
Tuition Reg FT Spring	1,727	1,636	92	-1		1,727			
Tuition Reg FT Fall	8,352		8,243	110	88	8,440			
Tuition Reg FT Winter	2,833			2,833	4,281	7,114			
Tuition Reg FT Winter (2019 - 3 weeks)					-1,819	-1,819			
FT Domestic Tuition	15,132	3,855	8,335	2,942	2,549	17,681	17,681	0	While report is prior to Day 10 for winter, enrolments are trending favourably approaching targets
Tuition Reg FT Winter (2018 - 4 weeks)	2,821	2,821				2,821			
Tuition International FT Spring	11,415	11,460	-45			11,415			
Tuition International FT Fall	13,894		13,922	-28		13,894			
Tuition International FT Winter	9,579			9,579	5,265	14,844			
Tuition Reg FT Winter (2019 - 3 weeks)					-2,488	-2,488			
FT International Tuition	37,710	14,281	13,877	9,551	2,777	40,487	38,512	1,975	Returning students are higher than budget with intake approaching targets, overall anticipate an increase in overall tuition (~ 260 students)
Full-time Tuition	52,842	18,136	22,212	12,494	5,326	58,167	56,192	1,975	
Apprenticeship Classroom Fee	149		68	81	-27	122	122	-	
Tuition Waiver	-132		-93	-39	132				
Tuition Reg PT Spring	1,399	1,307	106	-13	13	1,413			
Tuition Reg PT Fall	835		671	165	106	942			
Tuition Reg PT Winter	535	200	140	195	630	1,166			
Part-time Tuition	2,770	1,507	917	346	750	3,520	3,520	-	Trending on PT enrolments show enrolment on track to meet budget
Student Tuition Fees	55,629	19,643	23,104	12,882	6,180	61,809	59,834	1,975	
Contract Training	302	109	85	108	633	934	934	-	No anticipated change, trending variance due to timing of contracts related to Panama contract delivery.
Other Income									
Other Income	6,581	1,077	3,810	1,694	3,781	10,362	9,810	552	added students increase fees such as international health insurance plus increase in bookstore and cafeteria commissions are anticipated from current trending
Ancillary Fees	4,389	1,081	2,275	1,033	1,390	5,779	5,671	108	anticipated increase in students
Total Other Income	10,970	2,158	6,085	2,728	5,171	16,141	15,482	660	
Amortization of Deferred Capital Contributions	3,294	1,030	1,195	1,069	1,098	4,393	4,393	-	
Total Operating Revenues	105,843	35,372	42,258	28,212	28,367	134,210	131,976	2,235	
Skills Programs	2,523	696	1,100	727	1,128	3,650	3,650	-	
Tuition Holdback Bursaries	1,542	379	223	941	1,508	3,050	3,050	-	
Ministry Bursaries	535	125	50	360	48	582	582	-	
Special Projects	2,744	643	807	1,295	1,726	4,471	4,471	-	
Facilities Renewal and Renovation Projects	200	18	214	-33	476	676	676	-	
Ancillary Operations	4,975	455	2,986	1,534	1,032	6,007	6,007	-	
Total Revenue	\$ 118,362	\$ 37,688	\$ 47,639	\$ 33,035	\$ 34,285	\$ 152,647	\$ 150,412	2,235	

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
Fourth Quarter Reforecast
For the Period Ending December 31, 2018

		Current Year					Balance of Reforecast	Budget	Variance	Comment
		Actual To 31-Dec-2018	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast				
			April - June	July - Sept	Oct - Dec	Jan- March				
Expenditures										
Salaries and Benefits										
	Salaries FT Academic	15,148	4,696	5,559	4,893	\$ 6,330	21,478	21,478	-	
	Salaries FT Administrative	6,211	1,540	2,599	2,072	\$ 3,121	9,332	9,332	-	
	Salaries FT Support	11,317	3,476	4,213	3,627	\$ 4,157	15,473	15,473	-	
Salaries, Full Time		\$ 32,675	\$ 9,712	\$ 12,371	\$ 10,593	\$ 13,608	\$ 46,283	\$ 46,283	-	
	Salaries PT Academic	10,390	2,549	3,519	4,322	\$ 6,627	17,016	15,341	1,675	Increase in PT contracts, \$275 K offset via \$ 2 M investment fund
	Salaries PT Other	2,288	561	776	951	\$ 1,433	3,720	3,848	- 128	Student wages under utilized
Salaries, Part Time		12,677	3,110	4,295	\$ 5,272	\$ 8,059	20,737	19,190	1,547	
Benefits		9,331	3,068	3,318	\$ 2,945	\$ 5,023	14,353	14,214	139	
Total Salaries and Benefits		54,683	15,890	19,983	18,810	26,689	81,373	79,686	1,686	
	20.6%		23.9%	19.9%	18.6%	23.2%	21.4%	21.7%		
Non-Salary Expenses										
Instructional Support Costs		4,712	2,259	951	1,502	1,580	6,292	6,292	-	
Travel and Professional Development		966	219	314	433	766	1,732	2,032	- 300	Professional development not anticipated to spend out
Advertising		700	105	254	342	527	1,227	1,227	-	
Telephone, Audit, Legal & Insurance		2,723	653	421	1,648	903	3,626	3,454	172	added insurance on international students
Equipment Maintenance		481	246	99	136	174	655	655	-	
Plant and Security		1,589	313	344	932	1,261	2,850	2,850	- 0	
Rentals and Taxes		648	218	384	46	309	958	1,044	- 86	lower tax billing
Utilities		1,661	172	643	845	896	2,557	2,557	-	
Contract Services Trent		0	0	0		2,280	2,280	2,280	-	
Services & Other		5,794	884	2,805	2,105	3,190	8,984	8,984	-	
Long Term Debt Interest		30	9	13	9	52	82	82	-	
Amortization of Capital Assets		4,953	1,182	2,039	1,732	1,651	6,604	6,604	-	
Total Non-Salary Expenses		24,259	6,261	8,267	9,730	13,589	37,848	38,062	- 214	
Total Operating Expenditures		78,942	22,151	28,250	28,541	40,278	119,221	117,748	1,472	
Investments		2,221	799	103	1,319	1,412	3,633	3,633	-	
Contingency-Investments						2,000	1,725	2,000	- 275	transfer required to offset PT salary re projects
Skills Programs		2,199	696	791	711	1,452	3,650	3,650	- 0	
Tuition Holdback Bursaries		1,542	379	223	941	1,508	3,050	3,050	-	
Ministry Bursaries		535	125	50	360	48	582	582	-	
Special Projects		2,744	643	807	1,295	1,726	4,471	4,471	-	
Facilities Renewal and Renovation Projects		215	18	214	-18	489	704	704	-	
Ancillary Operations		3,999	961	1,598	1,441	1,817	5,816	5,816	-	
Total Expenditures		\$ 92,397	\$ 25,772	\$ 32,036	\$ 34,589	\$ 50,729	\$ 142,851	\$ 141,653	1,197	
Net		\$ 25,965	\$ 11,916	\$ 15,603	-\$ 1,554	-\$ 16,445	\$ 9,796	\$ 8,759	1,037	

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.2

Report Title: Section 28 of the Financial Administration Act
Report to: Public Board Meeting
Requested Action: For Information
Prepared and Submitted by: Office of the Vice-President Finance and Administration; Director Finance
Date: January 23, 2019

OVERVIEW / BACKGROUND

The Minister's Binding Policy Directive on Banking, Investments and Borrowing, which includes the requirements under Section 28 of the Financial Administration Act (FAA), was revised May 8, 2018 to incorporate a new regulation which provides exemptions to the FAA.

Prior to the revisions, as crown agencies, Section 28 of the FAA required that colleges obtain the written approval of the Minister of Finance or the President of Treasury Board prior to entering into any financial arrangement, financial commitment, guarantee, indemnity or similar transaction that will increase directly or indirectly the indebtedness or the contingent liabilities of Ontario. Historically colleges sought approval when entering into loan agreements, but generally not for other types of contracts. Approximately five years ago, the Ministry communicated to the college sector that the interpretation of Section 28 had been too narrow and applied it to a significant number of college documents.

Colleges expressed concern regarding the broad scope of transactions that required approval and the administrative burden of the approvals process. A working group was formed, comprised of representatives from the Ministry and college sector, to develop exemption criteria with a goal to reduce the volume of contracts requiring approval. Ontario Regulation (O.Reg) 376/18 came into effect May 7, 2018 and contains exemptions to Section 28, based on dollar value thresholds and other terms and conditions set out below. New reporting to the Ministry is required as a result of the regulation and includes identifying contracts entered into during the year and an annual attestation letter from the Board Chair.

In order for a transaction to be exempt, operating agreements must have an annualized value of less than 3% of the prior year's revenue or \$3.7 million for fiscal 2018/19 and capital contract totals must be less than 5% of the prior year's revenues or \$6.2 million for fiscal 2018/19. These percentages will decrease should the college not have both an accumulated and annual surplus in any given year and as well, the dollar values will vary by year based on the change in gross revenues.

As well, the following terms and conditions must all be met in order for contracts to be exempt:

- The contract must have a term of 10 years or less.
- The contract must comply with all applicable policies of the college and applicable laws and government directives
- The contract must relate to the activities of the college that are permitted under its objects
- The government of Ontario must not be responsible for paying any contingent liabilities that arise under the contract.
- The contract must be governed by the laws of Ontario and relate to college activities undertaken within Canada, unless:
 - The purpose of the contract is for purchasing recruiting services, or the purchase or provision by the college of services related to curriculum design, program design or faculty exchange and
 - the contract has a total value of less than \$3 million or limits the liabilities of the college under the contract to a maximum of \$3 million.

The Board Chair is required to attest annually that the college has best practices in place for contract management including:

- Assessing all contingent liabilities associated with the exempted transactions, before entering into a contract, if the value is greater than \$1.0 million or 1% of the prior year's revenue for operating contracts and 3% for capital contracts.
- Ensuring appropriate governance to manage contingent liabilities is in all contracts.
- Limiting the liability of the Crown and capping college exposure as a provision of all contracts, where possible.
- Seeking appropriate legal advice prior to signing contracts.
- Complying with subsection 28(1) of the FAA, and
- Reporting to the Ministry the annual total value of financing, operating and capital contracts entered into by the college.

The Ministry of Training Colleges and Universities is preparing FAQ's to clarify the requirements in the new Binding Policy Directive, however they have not yet been released.

The Signing Authority Operating Procedure #4-417 sets out the processes for executing legal documents. This procedure has been modified to incorporate the new requirements of the Minister's Binding Policy Directive.

ANALYSIS / PROPOSED OPTIONS

In order to ensure Section 28 is complied with and reduce the risk of entering into a contract that is not exempt, a centralized review will be carried out by a Finance Department Administrator prior to the execution. The review includes those contracts that are greater than \$1.0 million, any containing contingent liabilities and those that do not meet all the terms and conditions set out above. This process allows for the larger dollar, higher risk contracts to undergo a more thorough review to ensure they are exempt and that the contingent liabilities are reviewed prior to finalization. Should any not meet the requirements for exemption from Section 28 of the FAA, then Ministry of Finance approval is required which has historically been a lengthy process.

The President and each of her direct reports will be required to sign an annual attestation stating the relevant sections of the operating procedure have been complied with in their area of responsibility.

The operating procedure has undergone legal review to ensure it captures the requirements of the Minister's Binding Policy Directive.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the report for information.

SUPPORTING DOCUMENTATION

- Minister's Operating Procedure, Banking, Investments and Borrowing, pages 4, 17 and 18

Prior to entering into a transaction that is exempted from the application of Subsection 28(1) of the *FAA* pursuant to Regulation REG2016.0209.e07, colleges must comply with the following procedures.

This section is updated to accommodate the terms and conditions set out in the Section 28 class exemption regulation REG2016.0209.e07.

1. Colleges must make best efforts to ensure that negotiable agreements (Appendix “A” for suggested wording):
 - 1.01 Expressly state that the remedies, recourse or rights of the [other party or parties] in respect of the agreement are limited to the present and future assets of the college;
 - 1.02 Expressly state that the [other party or parties] waives and releases any recourse in respect of the agreement against every part of the Crown other than the college; and
 - 1.03 Limit the amount of contingent liabilities to an amount less than or equal to the total value of the agreement.
2. Colleges must comply with the annual reporting requirements (refer to the **Annual Reporting Requirements** section for reporting details):
 - 2.01 An annual attestation from the college’s Board Chair that the college:
 - a. Has fully assessed all the contingent liabilities associated with the exempted transactions if:
 - i. The operating contract has an annualized value that is the greater of \$1 million or 1% of college’s revenues; or
 - ii. The capital contract has a total value that is the greater of \$1 million or 3% of college’s revenues.
 - b. Has appropriate governance in place to manage all of its contingent liabilities in all contracts;
 - c. Limiting the liabilities of the Crown and capping college exposure as a provision of all contracts where possible
 - d. Has sought appropriate legal advice prior to signing all contracts; and
 - e. Is in compliance with Section 28 of the *FAA*.
 - 2.02 Reporting of college’s annual total values of financing operating and capital contracts entered into by colleges.

Requirements of a Request

Every college must provide advance notice to the Ministry of its intention to make a Request and provide the required documentation and any subsequent updates to the

Appendix E: Operating and Capital Contract Values
Templates

New annual
reporting
template.

Agreement/ Contract Type	Description	Total Estimated Agreement/Contra ct Value	Annualized Agreement/Con tract Value for the Reporting Year 201X-xx	Additional Note

Instructions to complete this template:

- **Contract Type** : specify if this contract is entered into for:
 - Acquisition, construction or disposition of capital assets, including capital leases (Capital Agreement/Contracts)
 - Enabling the college to borrow funds provided that the principal and interest may be fully repaid in future years (Financing
 - Supporting the ongoing operations of the college, which is neither a Financing nor a Capital Agreement/Contract.
- **Description** : Provide a brief description of the contract including:
 - What the contract is for, e.g. construction contract for capital expansion of a campus, Credit Card Agreement, Cleaning Contract, etc
 - For a loan agreement, specify the lender, purpose of the loan, term, maturity and interest rate for the loan
- **Total Estimated Contract Value**: provide total value of each contract
 - For operating contracts, provide the total value of the agreement over the contract term
 - For capital contracts, provide total project costs
 - For Loan Agreements, provide total amount of the Loan
- **Annualized Value for the Reporting Year 201X-xx**
 - For operating contracts, provide annualized amount which can be total contract value divided by the number of years as the term of the contract
 - For capital contracts, provide total project costs incurred by the college in the reporting year
 - For Loan Agreements, provide amount of principal and interest due in the reporting year

Appendix F: Annual Section 28 Attestation Template

New annual reporting template.

Date: [Insert Date]

To: Minister of Advanced Education and Skills Development

From: [Insert Name] Chair of Board of Governors of [College]

Subject: 201X-XX Attestation of Section 28 Process

This Memo provides our assurance that in 201X-XX, [College] was in compliance with Section 28 of the *Financial Administration Act (FAA)* and the related processes set out in the Banking, Investment and Borrowing Binding Policy Directive of the Ministry of Advanced Education and Skills Development.

Listed below are the Key Statements of Responsibility that evidence our assurance:

Key Statements of Responsibility

- A. For transactions that are exempted from the application of Subsection 28(1) of the FAA under Regulation REG2016.0209.e07 and are above the threshold value as set out in the Banking, Investment and Borrowing Binding Operating Procedure, the college had fully assessed, before entering into the agreement:
- The amount of the contingent liabilities;
 - The risk of the contingent liabilities occurring; and
 - Any justification for agreeing to the contingent liabilities.
- B. The college had ensured appropriate governance was in place to manage the contingent liabilities in all contracts;
- C. The college had limited the liabilities of the Crown and capping the college exposure as a provision of all contracts where possible;
- D. The college had sought appropriate legal advice before entering into the contracts;
- E. The college had provided the annual total values of its financing, operating and capital contracts; and
- F. The college had been in compliance with Subsection 28(1) o the FAA.

Chair of Board of Governance [print name / signature] Date

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.3

Report Title: Winter 2019 Enrolment Report to: Public Board Meeting Requested Action: For Information Prepared and Submitted by: Sue Kloosterman, Registrar	UPDATED Date: January 23, 2019
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OVERVIEW / BACKGROUND

The overall College enrolment is above target. The total target for domestic student enrolment (all semesters) was nearly reached, however the semester 1 domestic target was not met. International enrolments will be very close to the international intake target.

As startup processes are completed more analysis will be done to see where improvements can be made on domestic enrolment strategies. Continued learning about international admissions as well as a dedicated international admissions manager who began his role in the middle of the winter cycle have assisted in helping stay within the target range. The overall registration numbers increased significantly over the target due in part to flow through from previous semester overages.

As identified in the Fall Enrolment Report, a period of time following Day 10 is required to complete a system clean-up. Student withdrawals and drops to part-time will continue up to the audit date and beyond, although activity will be minimal.

ANALYSIS / PROPOSED OPTIONS

The College overall semester enrolment for Winter (6695) is 5.6% over target (6340).

Overall semester domestic numbers (4671) are over target (4629) by .09% while our international overall semester enrolment (2024) is 18% over target (1711).

Domestic intake student enrolments (695) are down 15% from the target of (819). This will cause some decrease in future upper semester enrolments.

International semester 1 intake enrolments (587) are at 98% of the target (599).

This reflects both our continued learning and the first steps in implementation of our international admissions service through OCAS.

You will find a year-over-year enrolment review as well as a year-over-year international application funnel.

This report represents our Day 10 numbers for Winter.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the Report for information.

SUPPORTING DOCUMENTATION

- Enrolment Report Fall 2018, 3 Year Comparisons, Fall and Winter Day 10 Registration Graphic Presentation

January 2019 Enrolment Review with Historical Data

	Winter 2019 - January 22, 2019											
	Domestic Semester 1		International Semester 1		Upper Sem. - Dom.		Upper Sem. - Int.		Upper Sem Totals		Totals - All Sems	
	Target	Actual FT Built	Target	Actual TT Built	Budget Target	Actual FT TT	Budget Target	Actual FT TT	Budget Target Total	Actual FT TT	Total Budget	Actual FT TT
Business	54	47	318	311	328	385	348	449	676	834	1048	1192
Environmental & NR Sciences	213	209	80	92	1190	1240	52	129	1242	1369	1535	1670
General Arts & Sciences	0	1	0	0	132	131	0	0	132	131	132	132
Haliburton School of the Arts	34	39	0	0	105	108	2	2	107	110	141	149
Health & Wellness	177	97	35	26	666	668	112	145	778	813	990	936
Justice & Community Development	204	179	16	28	893	946	127	162	1020	1108	1240	1315
Trades & Technology	137	123	150	130	496	498	471	550	967	1048	1254	1301
COLLEGE TOTAL	819	695	599	587	3810	3976	1112	1437	4922	5413	6340	6695

Year over Year Enrolment Review

Full time Enrolments - domestic excluding int'l Co-op Second Career WSIB and Apprentice				
	18/19	17/18	16/17	15/16
	Fiscal 2019 forec	Fiscal 2018	Fiscal 2017	Fiscal 2016
FT-Domestic				
Summer	931	1,022	1,046	1,108
Fall	4,895	5,063	5,057	5,173
Winter	4,671	4,395	4,714	4,918
	10,497	10,480	10,817	11,199
FT - international				
Summer	1665	490	256	218
Fall	1921	1012	505	435
Winter	2024	2119	841	510
	5610	3621	1602	1163
Total Domestic and Int'l				
Summer	2,596	1,512	1,302	1,326
Fall	6,816	6,075	5,562	5,608
Winter est.	6,695	6,514	5,555	5,428
	16,107	14,101	12,419	12,362
Percentage of International				
Summer	0.64	0.32	0.20	0.16
Fall	0.28	0.17	0.09	0.08
Winter	0.30	0.33	0.15	0.09
All Sems.	0.35	0.26	0.13	0.09

January 2019 Enrolment Review with Historical Data

WINTER 2019 INTERNATIONAL APPLICATION FUNNEL					
ORIGIN	APPLIED	OFFERED	"APPLIED" TO "OFFERED" CONVERSION	REGISTERED	"OFFERED" TO "REGISTERED" CONVERSION
INDIA	6414	1776	27.69%	480	27.03%
OTHER/INTERNAL	838	555	66.23%	107	19.28%
TOTAL	7252	2331	32.14%	587	25.18%

WINTER 2019 VISA APPROVAL SUMMARY (India)					
DATE	VISA APPROVED	VISA DENIED	VISA PENDING	TOTAL	CONVERSION RATE
December 19 th , 2018	269	25	339	633	42%
January 4 th , 2019	452	73	107	632	72%
January 7 th , 2019	466	75	91	632	74%
January 16 th , 2019	496	83	51	633	78%
January 17 th , 2019	512	98	23	633	81%

SNAPSHOT - COMPARATIVE APPLICATION SUMMARY (WINTER INTAKES 2017-2019)						
Year	Target	Applications	Open Offers	Paid (Deposit + Full Paid)	Applications Withdrawn/Cancelled	Registered
	As At December 21st					As at Day 10
2017	200	3731	2580	812	192	461
2018	597	5485	3242	1802	301	1334
2019	599	7252	32	730	1820	587

WINTER 2019 International Application Funnel					
ORIGIN	APPLIED	OFFERED	APPLIED TO OFFER CONVERSION	REGISTERED	OFFERD TO REGISTERED CONVERSION
INDIA	6414	1776	27.69%	471	26.52%
OTHER/INTERNAL	838	555	66.23%	103	18.56%
TOTAL	7252	2331	32.14%	574	24.62%
WINTER 2019 Visa Approval Summary					
DATE	VISA APPROVED	VISA DENIED	VISA PENDING	TOTAL	CONVERSION RATE
December 19 th , 2018	269	25	339	633	42%
January 4 th , 2019	452	73	107	632	72%
January 7 th , 2019	466	75	91	632	74%
January 16 th , 2019	496	83	51	633	78%
January 17 th , 2019	512	98	23	633	81%

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.4

Report Title: 2018-2019 Business Plan Interim Report Report to: Public Board Meeting Requested Action: For Information Prepared and Submitted by: Sherry Gosselin, Director - Project Management Office and Institutional Research Office	Date: January 23, 2019
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OVERVIEW / BACKGROUND

The Interim Report is designed to provide an overall status report of progress on the 2018-2019 Business Plan objectives.

The 2018-2019 Business Plan was approved by the Board in April 2018, and there was concern raised at that meeting regarding having too many objectives (38) for the year. In September, the new President and Senior Management Team expressed the same concern; objectives were reviewed and prioritized in order to focus on what was most important to the College for this year. The 2018-2019 Business Plan has 24 prioritized objectives that will help achieve 17 SMA2 metric targets.

ANALYSIS / PROPOSED OPTIONS

The Interim Report is a project management performance analysis and an assessment of projected achievement of the stated deliverables in the Business Plan objectives.

In order to compare this year's 2018-2019 Interim Report to last year's, the Overall Performance assessments have been included for both years in the table below.

Business Plan Year	# of Objectives	■ % ON TRACK	■ % AT RISK	■ % OFF TRACK
2018-2019	24	92%	0%	8%
2017-2018	37	65%	24%	11%

Overall, 2018-2019 Business Plan project management is performing very well with a 92% 'on track' assessment.

There are three components to this assessment:

- Schedule Performance Index (SPI)**
- Cost Performance Index (CPI)**
- Scope & Quality Assessment** = Project Managers risk analysis on projected deliverables' scope and quality

The status date for the analysis is January 4, 2019.

The Interim Report also provides an overall project % completion irrespective of a status date.

Two projects are Off Track:

- 2.1.1. The Career Ready Fund is a two-year initiative (2017-2018 and 2018-2019) and involves seven funded projects lead by the Vice President Academic (VPA). Due to the strike and international influx issues of 2017-2018, this project did not start until the end of the first fiscal year. The project has been plagued by issues that span three VPAs and is now struggling to complete all of the deliverables.

- 4.2.1 Developing and Implementing a Strategic Enrolment Long-Term Plan is the responsibility of the VPA with support from the Strategic Enrolment Management (SEM) team. As focus for that SEM has been on current year enrolment issues, this team has not pursued the Strategic Enrolment Long-Term Plan. Clearer direction for this initiative will be available after the new Strategic Plan and Academic Plan are completed.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the 2018-2019 Business Plan Interim Report for information.

SUPPORTING DOCUMENTATION

- Attachment: Interim Report, Assessment Criteria, Earned Value Management, Risk Assessment Guide

**18-19 Business Plan -
Interim Report**

Project Progress to Date

Status Date = Jan 4, 2019

■ = On Track (75%-100%)

■ = At Risk (50%-74%)

■ = Off Track (0% to 49%)

■ = Ahead of Schedule (SPI) OR Under Budget (CPI)

18/19 Business Plan - Interim Report

18/19 Business Plan - Interim Report		OVERALL PERFORMANCE	Project Management Performance Metrics			
15-18 Strategic Plan Goals	18/19 Business Plan Objectives		On Time (SPI)	On Budget (CPI)	PM's Risk Analysis of Deliverables' <u>Scope</u> and <u>Quality</u>	Overall Project Completion (%)
DELIVER OUTSTANDING STUDENT LEARNING AND EXPERIENCES						
1.1. Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment	1.1.1 Launch 2 new programs in e-Learning formats. Develop a plan to increase new courses in e-learning formats depending on programming mix and direction.	■	■	■	■	64%
1.2. Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology						
1.3. Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation	1.3.1 Customize, integrate and streamline the <i>Student Experience</i> by analyzing the student journey from prospect to alumni. Create at least 3 initiatives to be implemented in 19-20 to enhance differentiation (aligned with <i>IP for Services Objective</i>).	■	■	■	■	35%
	1.3.2 Establish a Retention Committee as a subcommittee of Academic Council to review retention stats, comparators, best practices and make recommendations for improvement. A member of the Student Services team will also be represented on this committee to bring this perspective to 'student success'.	■	■	■	■	73%
1.4. Continue common and core program development with differentiation as a key principle, and expand our leadership role in specialized program areas; Environmental and Natural Resource Sciences, Trades and Technology, Arts and Heritage, and healthcare and Community Services	1.4.1 Implement redesigned New Program Development process. Resulting in 4 new programs approved at the board during the 18/19 year.	■	■	■	■	95%
1.5. Focus unrelentingly on quality by implementing effective, evidence-based program review and accreditation processes to ensure outstanding student learning	1.5.1 Successfully implement, monitor and report on 2018 OCQAS Audit recommendations to improve quality as identified by OCQAS.	■	■	■	■	41%
1.6. Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs						
1.7. Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners and clients.	1.7.1 Continue to promote and support applied research activities in other areas of the College including for the School of Business and School of Trades and Technology, as well as for SENRS with emphasis on aquaculture. Success will include a grant of at least \$100K for aquaculture applied research.	■	■	■	■	52%
	1.7.2 Through the Centre for Sustainable Municipalities (CSM): · secure NSERC Industrial Research Chair for \$1M of NSERC funding and \$1M in-kind funding · secure \$50K in small project funding; and · secure training and fee-for-service Revenue of at least \$200K	■	■	■	■	85%
	1.7.3 Through the Centre for Advancement of Water and Wastewater Technologies (CAWT) · implement expansion of lab with already secured \$2.5 million CFI-ORF funding · expand certifications services with NSF especially BNQ-3680-600 which will require partnering with a municipality. · 5 small grants totaling \$125K this year · successfully execute and complete 13 SOWC funded projects valued at >\$2M; and · secure NSERC Technology Access Centre Funding of \$1.75M	■	■	■	■	92%

**18-19 Business Plan -
Interim Report**

Project Progress to Date

Status Date = Jan 4, 2019

■ = On Track (75%-100%)

■ = At Risk (50%-74%)

■ = Off Track (0% to 49%)

■ = Ahead of Schedule (SPI) OR Under Budget (CPI)

18/19 Business Plan - Interim Report

18/19 Business Plan - Interim Report		OVERALL PERFORMANCE	Project Management Performance Metrics			
15-18 Strategic Plan Goals	18/19 Business Plan Objectives		On Time (SPI)	On Budget (CPI)	PM's Risk Analysis of Deliverables' <u>Scope</u> and <u>Quality</u>	Overall Project Completion (%)
COLLABORATE AND PROSPER WITH OUR COMMUNITIES						
2.1 Design Fleming programs to include learning opportunities in the workplace and in our communities, while in turn providing our communities with access to college resources and skills.	2.1.1 Utilize \$350K of <i>Career Ready</i> funding over two years to provide opportunities to students in programs where those opportunities are currently not available and to expand opportunities in other programs. The <i>Career Ready</i> initiative will move us toward the Ministry's goal of " <i>ensuring that every student has at least one Experiential Learning (EL) activity by the time they graduate from a publicly funded Post-Secondary Education institution by April 2019</i> ".	■	■	■	■	50%
2.2 Strengthen our partnerships with our local communities and our extensive program-related communities of interest through collaborative projects and new communications and outreach strategies.	2.2.1 Increase the number of female students enrolled in the School of Trades & Tech. by 22% for 2019-20 through a mature learner program, sponsorships and Homeward Bound Program.	■	■	■	■	70%
2.3 Encourage, facilitate and recognize student and staff contributions toward community betterment						
2.4 Develop and implement a comprehensive internationalization plan to: improve access and success for international learners, enhance international aspects of curriculum, grow international partnerships and provide expanded international study and work opportunities for students and faculty	2.4.1 Develop Business Intelligence with a view to create the optimal balance of international and domestic enrolment targets, ensuring adequate student supports are in place.	■	■	■	■	63%
2.5 Work with both local and distant Indigenous communities to expand and improve programs and services, access, participation, and success rates for Indigenous learners	2.5.1 Investigate the opportunity for an Indigenous Studies Chair	■	■	■	■	60%
EXCEL AS AN ORGANIZATION						
3.1 Promote a creative integrated culture focused on continuous improvement in which employees are engaged, accountable and encouraged to take responsible risks while being led by leaders who are collaborative and effective communicators	3.1.1 Develop a new Strategic Plan and new Academic Plan for the College.	■	■	■	■	30%
	3.1.2 Complete an Employee Engagement Survey and develop plans to address areas of opportunity".	■	■	■	■	36%
3.2 Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences	3.2.1 Launch the One-Card system by establishing a One-Card Steering Committee to direct the roll-out of the Year 1 phase of the Implementation plan at Sutherland Campus.	■	■	■	■	62%
3.3 Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.	3.3.1 To provide enhanced program delivery, implement the recently acquired <i>Virtual Desktop Infrastructure</i> in a pilot project to enable 2 sites (i.e. Haliburton and Norwood's Fire Fighting Program) to use physical space as both a hands-on teaching environment and a computer lab for students. Success of this pilot project will contribute to flexible delivery of programs. This will also contribute to cost savings of PC lab refreshes by \$200K for the 19/20 year.	■	■	■	■	92%
	3.3.2 Implement required improvements identified in the <i>17/18 Cyber Security Review</i> . Improvements will address IT infrastructure, policies and procedures as outlined in the ERM - Cyber Risk Register.	■	■	■	■	67%

**18-19 Business Plan -
Interim Report**

Project Progress to Date

Status Date = Jan 4, 2019

■ = On Track (75%-100%)

■ = At Risk (50%-74%)

■ = Off Track (0% to 49%)

■ = Ahead of Schedule (SPI) OR Under Budget (CPI)

18/19 Business Plan - Interim Report

		OVERALL PERFORMANCE	Project Management Performance Metrics			
15-18 Strategic Plan Goals	18/19 Business Plan Objectives		On Time (SPI)	On Budget (CPI)	PM's Risk Analysis of Deliverables' <u>Scope</u> and <u>Quality</u>	Overall Project Completion (%)
	3.3.3 Upgrade Faculty and students to the cloud with Microsoft Office 365 software suite to enable them full use of the collaboration tools the product offers.	■	■	■	■	95%
	3.3.4 Develop a multi-campus, <i>Long-Range Housing Plan</i> that includes strategies to address a number of capacity issues for the present and future.	■	■	■	■	47%
	3.3.5 Through a GGCRP Innovation Grant of \$6.2M and an annual capital project that will result in reduction of 600 Tons of CO2 by end of 2018/19, Fleming will: · reduce deferred maintenance on existing equipment, · decrease the carbon footprint of the College, · increase academic alignment with current and future energy reduction/generation technologies	■	■	■	■	22%
3.4 Meet and Exceed a "Silver" rating in STARS sustainability measures, while continuing to plan and implement key improvement to the physical environments at all campuses, including a new Frost Campus Master Plan.	3.4.1 Launch 2018-2021 Sustainability and Climate Action Plan aligning targets with Provincial priorities and execute first year annual action plan (18/19) achieving 80% of the annual goals.	■	■	■	■	33%
3.5 Bring Core Promise to life by focusing on the way we deliver our student experience to enhance the skills, attitudes and values that lead to success in work and life	3.5.1 Develop a new "Harm Reduction" strategy to build on previous studies and work concerning opioid and marijuana increased prevalence in the student environment and society in general. The strategy will focus on education for students & staff.	■	■	■	■	58%
ENHANCE FINANCIAL HEALTH AND SUSTAINABILITY						
4.1 Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources						
4.2 Grow overall enrolment and new revenue streams through effective program portfolio management, the launch of new contract training programs for both domestic and international markets and through enhancements to our enrolment and retention processes	4.2.1 Continue to develop and implement a Strategic Enrolment Long-Term Plan that is aligned with the SMA2 and will inform the SMA3. Achieve enrolment that will maintain our corridor funding position.	■	■	■	■	0%
4.3 Complete a college-wide, multi-year MetaProject that will focus on growth, revenue, expenditure reduction and redesign to enhance quality and competitiveness while improving financial sustainability.	4.3.1 Develop a Data Governance Framework to support enrollment targets, and SMA3 target metrics that allow for: · transparency of processes, open access to data, information and Business Intelligence · cross-functional input and coordination on 'how' data is structured and 'what' reports are generated through building standard repeatable processes · better enable decision-making; and · clarify operational responsibilities and accountabilities	■	■	■	■	40%

18-19 Interim Report Assessment Criteria:

On Time and On Budget

Calculate SPI and CPI for criteria:

■ SPI = 75% and above

■ SPI = 50% to 74%

■ SPI = 0% to 49%

Within Scope and Required Quality

- 1) **Project Risk Assessment:** What is the projected Risk of NOT completing the project On time, budget and within scope?
- 2) **Deliverable Risk Assessment:** What is the Risk of delivering a product/result/service/output that is NOT satisfactory or below quality expectations?

Calculate Risk Assessment:

Assess above questions on a Heat Map of Likelihood vs. Severity = $x / 25 = x\%$
Average of two Risk Assessments = % score of projected scope and quality

■ SPI = 75% and above

■ SPI = 50% to 74%

■ SPI = 0% to 49%

Earned Value Management (EVM)

EVM is a methodology that combines scope, schedule, and resource measurements to assess project performance and progress.

- EVM develops and monitors **3 key dimensions**:
 - **Planned Value (PV)**: is the authorized **budget assigned to scheduled work**. At a given moment, planned value defines the work that should have been accomplished. The total planned value for the project is also known as **Budget At Completion (BAC)**.
 - **Earned Value (EV)**: is a measure of work performed expressed in terms of the budget authorized for the work. The **budget associated with the work that has been completed**. EV can be expressed as a percentage complete of a project. EV can be expressed monetarily: $EV = BAC * \% \text{ of work complete}$
 - **Actual Cost (AC)**: is the realized cost incurred for the work performed during a specific time period. Whatever is spent to achieve the EV will be measured (direct costs and may also include indirect costs).

Project Variances

- **Schedule Variance (SV)**:
 - Schedule Variance (SV) is a measure of schedule performance expressed as the difference between EV and PV. The amount by which the project is ahead or behind the planned delivery date, at a given point in time. A measure of **Schedule Performance** on a project. **SV** is best used in conjunction with critical path method (**CPM**) scheduling and **risk management**.
 - Equation: $SV = EV - PV$
- **Cost Variance (CV)**:
 - Cost variance (CV) is the amount of budget deficit or surplus at a point in time, expressed as the difference between EV and AC. It is a measure of cost performance of a project. The cost variance at the end of the project will be the difference between the **Budget At Completion (BAC)** and the actual amount spent. The CV is particularly critical because it indicates the relationship of performance to the costs spent. Negative CV is often difficult for the project to recover.
 - Equation: $CV = EV - AV$

Project Performance Indices

- **Schedule Performance Index (SPI)**:
 - SPI is a measure of schedule efficiency expressed as the ratio of EV to PV.
 - SPI value < 1.0 indicates less work was completed than was planned (i.e. Behind Schedule).
 - SPI value > 1.0 indicates more work was completed than was planned (i.e. ahead of Schedule).
 - Equation: $SPI = EV / PV$
- **Cost Performance Index (CPI)**:
 - CPI is a measure of the cost efficiency of budgeted resources, expressed as a ratio of EV to AC.
 - CPI value < 1.0 indicates a cost overrun for work completed (i.e. Over Budget).
 - CPI value > 1.0 indicates a cost underrun of performance to date (i.e. Under Budget).
 - Equation: $CPI = EV / AC$

Please assign values for the risk severity of the consequences and the likelihood of occurrence (taking into account the frequency and duration of exposure) on a scale of 1 to 5, then multiply them together to get a Risk Score:

Likelihood	
1 – Remote	2% likely to happen
2 – Unlikely	5% likely to happen
3 – Possible	20% likely to happen
4 – Likely	50% likely to happen
5 – Very Likely	75% likely to happen

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SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.5

Report Title: Quality Audit Improvement Plan Progress Report
Report to: Public Board Meeting **Date:** January 23, 2019
Requested Action: For Information
Prepared and Submitted by: Molly Westland

OVERVIEW / BACKGROUND

Provide the Board of Governors with a quality assurance monitoring tool in the form of a dashboard.

ANALYSIS / PROPOSED OPTIONS

The Ontario Quality Assurance Audit report recommended that the College simplify its quality assurance reporting to the Board of Governors. This dashboard demonstrates the College's progress in meeting the OCQAS recommendations and the results of the annual program quality audit report in an easy to interpret, visually pleasing document.

The annual audit of QA activities and presentation of the dashboard supports OCQAS recommendation compliance.

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the Quality Assurance Dashboard for information.





SUPPORTING DOCUMENTATION

- Updated Dashboard

OCQAS Quality Audit Improvement Plan Progress Report **UPDATED**

Operational Framework




Governance

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

Policy & Procedure

-  Quality Assurance focused Development & Redesign

Legend:





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

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



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

Accountability

Develop Annual Auditing Processes

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

Access to Policy & Procedure

-  External Access
-  Improved Access for Students










Administrator Accountability

-  Consideration of Quality in Annual Performance Review

OCQAS Quality Audit Improvement Plan Progress Report





Systems & Measurement

Data Management Systems




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

Professional Development







Orientation & Onboarding

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

Ongoing Human Resource Development

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

Supports to Program Quality

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

Fleming College

SUBMISSION TO THE BOARD OF GOVERNORS

Agenda Item 7.6

Report Title: Key Performance Indicators (KPI) Draft Action Plan
Report to: Public Board Meeting **Date:** January 23, 2018
Requested Action: For Information
Prepared and Submitted by: Kristi Kerford, Associate Vice-President Student Services

OVERVIEW / BACKGROUND

Ministry Key Performance Indicators (KPIs) measure student satisfaction, graduate satisfaction, graduate employment, employer satisfaction and graduation rate. While Fleming's 17-18 scores in graduation rate and employer satisfaction are encouraging, our scores specifically related to student satisfaction are disappointing and our immediate response was to form a working group, review the data and determine priorities.

Attached is our draft Action Plan that lays out short, mid, long-term goals to address and improve our results. Also attached is an overview of our KPI results that was presented to the Board in June 2018.

ANALYSIS / PROPOSED OPTIONS

RISK CATEGORY

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

RECOMMENDATION AND/OR MOTION

It is recommended the Board of Governors of Sir Sandford Fleming College:

Receive the draft KPI Action Plan for information.

SUPPORTING DOCUMENTATION

- Action Plan; KPI Results slide deck presented at the June 2018 Public Board Meeting

KPI Action Plan

Overview

Ministry Key Performance Indicators (KPIs) measure student satisfaction, graduate satisfaction, graduate employment, employer satisfaction and graduation rate. While Fleming's 17-18 scores in graduation rate (6th in the province) and employer satisfaction (5th in the province) are encouraging, our scores specifically related to student satisfaction are disappointing and our immediate response was to form a working group, review the data and determine priorities. This action plan will lay out short, mid, long-term goals to address and improve our results.

As we review the 17-18 year, there is much context to consider. We had an incredible influx of International students for which we were unprepared, while at the same time we were managing a very large construction project. These two things combined to impact the available space for employees and students. This followed the system wide faculty strike in the fall which meant many students and faculty had compressed and/or overloaded schedules. While Fleming was not alone in experiencing some of these factors, when they are combined, they had a significant impact on the morale of our employees and students while at the same time increasing the student demand for services. This was substantiated by KPI usage data for services which saw increases in most areas.

Measuring the success of a College is a complex exercise. The KPI's are one external and public method with which we do this. We also look at things like financial health, quality assurance, retention rates, and within individual areas we look more specifically at outcomes related to student learning. As we create our plan for improving our KPI's we will be carefully considering these other accountability measures.

What are KPI's

KPIs are a joint effort of Ontario's community colleges and the Ministry that began in 1998. It is one method of evaluating programs, services and student/graduate experiences at college.

KPI's measure the following:

- Student Satisfaction Rate (Student Satisfaction and Engagement Survey)
 - program giving knowledge/skills that will be useful in future career
 - quality of program learning experiences
 - quality of college services
 - quality of college facilities/resources
- Graduate Satisfaction Rate (Graduate Outcomes/Satisfaction Survey)
 - % of graduates satisfied/very satisfied with the usefulness of their college education in achieving their goals after graduation
- Graduate Employment Rate (Graduate Outcomes/Satisfaction Survey)

- % of graduates employed during the reference week 6 months after program completion
- Employer Satisfaction Rate (Employer Satisfaction Survey)
 - % of employers satisfied/very satisfied with employee's overall college preparation for the type of work he/she was doing (employed graduates who complete the Graduate Outcomes/Satisfaction must give permission for employer to be contacted)
- Graduation Rate
 - Calculated by each college

Fleming KPI Action Plan

Our primary focus will be on our Student Satisfaction KPI rates. These surveys are completed with current students and as noted above focus on four main areas - knowledge/skills that, learning experiences, services, facilities/resources. Within each of these four areas there is a capstone question and a series of related questions. The capstone questions are of particular importance as they are what are made publicly available and as well all four capstone questions were benchmarks in our SMA2. Below are the details of our work in December and January.

Working Group Members

Project Lead – Kristi Kerford (Student Services)

Institutional Research – Sherry Gosselin

Academic Reps – Sandra Dupret, Carol Kelsey, Maxine Mann, Brett Goodwin, Brent Wootton (Deans), James Boesch (International), Sue Kloosterman (Registrar)

Quality Assurance – Molly Westland

Student Services – David Luinstra (Career and Academic Success), Greg Jefford (Student Experience and Athletics)

Facilities – Terry Williams

IT – Roger Fitch

Marketing and Communications – Drew Van Parys

Student Associations – Chris Smith (SAC General Mgr), Greg Asselin (SAC President), Amanda Drake (FSA President), Shivam Parikh, (FSA VP)

Initial Project Timeline

Weeks of November 26 and December 3 – Initial Academic and Student Services conversations including SAC/FSA

Weeks of December 10, January 4 – Working Group Meetings

December 17 – Space Ctte Mtg

December / January – SAC/FSA Board mtgs

January 10 – SMT Draft Briefing

January 15 – BOG Briefing submitted

January 23 - BOG

General Discussion at Working Group Meetings

- While it is recognized that the KPI survey is an important government accountability measure, there were concerns raised about the survey questions and administration. Currently, Heads of Institutional Research offices across the sector are undergoing a KPI review and bringing their findings to Committee of Presidents.
- Discussed the importance of looking at all accountability and assessment measures we have access to. This includes the Quality Assurance Audit, Journey of the Student and many internal student surveys that are completed. In some instances KPI results were validated by internal surveys, while in others the results were in conflict.
- Importance of working across the College to address concerns and issues
- Importance of looking not only at narrow, individual KPI questions, but also groupings and themes where possible
- Importance of ensuring that we set realistic expectations with incoming students and provide the necessary information

Methods and Approaches for Prioritizing

Different divisions/departments used different methods to understand, validate and/or challenge the KPI data. Some of the common methods included the following:

- KPI % decrease (what areas had the greatest percentage decrease) – provided by Institutional Research
- KPI Correlation – Capstone to survey questions – provided by Institutional Research
- Analyzing by campus or by academic program
- Reviewing SMA2 Benchmarks – primarily the capstone questions
- Reviewing Quality Assurance recommendations
- Comparing to Internal data/assessment results

In addition to reviewing data and documents, we also:

- Completed a prioritizing exercise as part of our first working group meeting
- Considered potential bounce backs (drops) vs. systemic (year over year consistently low scores)
- Considered known factors for the decrease

Identified Priorities and Rationale

While the identified priorities and action plan focus on specific strategies related to specific KPI questions, there was much discussion about the thematic ways that we also need to address the student experience at Fleming. Some of the key points included:

- Importance of the culture and feel of the institution
- Needing a focus on quality service and employee engagement
- Focus on student success

The chart below provides an overview of the identified priorities and rationale for choosing them.

KPI Priorities	Rationale
KPI Administration	N/A
Overall quality of services (#39)	<ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 4% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average - Note – a difficult one to specifically address due to the broad nature of the question
Office of the Registrar (#32)	<ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 2% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average - Correlation to capstone $r_s = 0.55$
Library facilities / resources / services (#40 and #25) Note – this Q combined facilities and services	<p>Library Facilities/Resources</p> <ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 4% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average - Correlation to capstone $r_s = 0.53$ <p>Library Services</p> <ul style="list-style-type: none"> - Relates to Library Facilities/Resources - Opportunity for collaboration - In top third with greatest % decrease - Contributed ??% to the overall KPI decline - Below system average - Correlation to capstone $r_s = 0.??$
Career Services / Field Placement (#38 and #37)	<p>Career Services</p> <ul style="list-style-type: none"> - Opportunity for collaboration - Contributed ??% to the overall KPI decline - Below system average - Correlation to capstone $r_s = 0.57$

	<p>Field Placement</p> <ul style="list-style-type: none"> - Opportunity for collaboration - In top third with greatest % decrease - Contributed ??% to the overall KPI decline - Below system average - Correlation to capstone $r_s = 0.??$
Overall quality of facilities/resources (#49)	<ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed ?% to the overall KPI decline - Below system average - Note – a difficult one to specifically address due to the broad nature of the question
Lab Facilities (#42)	<ul style="list-style-type: none"> - Opportunity for collaboration - In top third with greatest % decrease - Contributed ??% to the overall KPI decline - Below system average - Correlation to capstone $r_s = 0.??$
Social Spaces and Individual / Group study spaces (#44 and #43)	<p>Social Spaces</p> <ul style="list-style-type: none"> - Had the greatest % decrease - Contributed 5% to the overall KPI decline - Ranked as the highest in prioritization exercise - Below system average - Correlation to capstone $r_s = 0.55$ <p>Individual /Group Study</p> <ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 4% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average - Correlation to capstone $r_s = 0.57$
Overall quality of learning experience (#24)	
Promptness of feedback on your work (#17)	<ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 3% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average

	<ul style="list-style-type: none"> - Correlation to capstone $r_s = 0.53$
Teachers' presentation of the subject material (#15)	<ul style="list-style-type: none"> - In top third with greatest % decrease - Contributed 3% to the overall KPI decline - Ranked as a priority in prioritization exercise - Below system average - Correlation to capstone $r_s = 0.60$

Note: The above selected KPIs account for approx. 25% of the decline problem. The above have fairly moderate correlations (moderate/strong for Q15).

Action Plan – Priority Areas

KPI Priorities	Immediate Implementation Timeline - Winter 2019 KPI Year – 2018/19	Mid-Range Implementation Timeline - September 2019 KPI Year – 2019/20	Long-Range Implementation Timeline - Winter 2019 + KPI Year – 2020/21	College Leads / Working Group Members
KPI Administration	Working Group formed and tasked with implementing changes for Winter 2019			RO/IR/Marketing/Dean
Overall quality of services (#39)	<ul style="list-style-type: none"> - Quality Service Initiative – Initial Training - Peer Mentor Program - Sutherland - New Student Service Spaces - SAC – digital transit pass to avoid lines - SAC - onsite student surveys instant feedback 	<ul style="list-style-type: none"> - Student Engagement and Communication App launched (Involvio) - Quality Service Initiative – Develop standards(SLT) - Pre-arrival advising – (Mohawk funded project) - Easy access to policies (QA) - Ongoing assessment of services (QA) 	<ul style="list-style-type: none"> - Student hub/triage station (ECS plan recommendation) - Service model and culture - Support Staff Orientation (QA) 	Lead: Greg Jefford Working Group: Paul Marchant, SAC/FSA, Terry Williams
Office of the Registrar (#32)	<ul style="list-style-type: none"> - Phone tree enhancements and 	<ul style="list-style-type: none"> - Investigating IT ticket system 	<ul style="list-style-type: none"> - Updated phone system to better route calls 	Lead: Susan Kloosterman Working Group: TBD

	<p>improved website navigation</p> <ul style="list-style-type: none"> - Increase personnel during peak times - Increase business analyst capacity - Better communication re: tools & resources, pathways - 	<ul style="list-style-type: none"> - Website - review possibilities for chat rooms, text and other digital communications using Involvio - increased use of online forms - Bulk email refund transfer for domestic students - 3rd party international payment/refund platform - Updated software for calling centre 	<ul style="list-style-type: none"> - FAQ's - software algorithms (i.e. Bots) - Notification Framework and Communications Generation - Ideas to explore: <ul style="list-style-type: none"> o OCAS outsource o call centre expansion to include inbound calls o Notification Framework o Prospects system earlier o Triggered auto communications o Block Timetables. 	
Library facilities / resources / services (#40 and #25)	<ul style="list-style-type: none"> - Review hours of service operations and budget implications - New program resources <p>Sutherland specific</p> <ul style="list-style-type: none"> - Establish new quiet study space/workshop room (C1220.6) - Create 2 new group study rooms C1220.1 (in progress), C1220.2 (completed) - Review noise policies - Increase programming in new workshop space 	<ul style="list-style-type: none"> - Investment in additional e-resources to bring closer to system benchmarks - Incorporate review of resources into new program development and review processes <p>Sutherland specific</p> <ul style="list-style-type: none"> - Install new Library service desk - Architectural review of C0/C1/C2 – building on ECS plan - Testing centre relocation 	<ul style="list-style-type: none"> - Organizational restructure to better align LRC and Library - Sutherland specific – Draft proposal for a physically integrated LRC/Library 	<p>Lead: David Luinstra and Kristi Kerford</p> <p>Working Group: Carol Kelsey, Mike Peart, Barry Knight</p>

		<ul style="list-style-type: none"> - Additional silent study spaces in Library (call centre reallocation) - IT Service desk clean-up and relocation of staff (LRC) 		
Career Services (CS) / Field Placement (#38 and #37)	<ul style="list-style-type: none"> - CS Pilot Position – focused on diverse student populations - New location in C2 - Re-establish programs (e.g. CD Certificate) 	<ul style="list-style-type: none"> - Review of CS staffing/service model - Development of Career Peer program - Develop CS web portal (additional online resources) - Recommendations complete re: Experiential Learning/Field Placements - Co-op work permits to be organized for International students prior to their arrival - Restructure all facets of employment/career services under one VP 	<ul style="list-style-type: none"> - Implementation of alternate service model 	<p>Leads: Kristi Kerford and Carol Kelsey</p> <p>Working Group: Brett Goodwin, David Luinstra, James Boesch, faculty, students</p>
Overall quality of facilities/resources (#49)	<ul style="list-style-type: none"> - Complete current capital projects efficiently and with student impact focus (i.e. evening/night work where possible) 	<ul style="list-style-type: none"> - New caretaking contract based on quality vs. hours starts in summer - GGRP – student input included, increases in outdoor lighting 	<ul style="list-style-type: none"> - Review of infrastructure/governance for adequate resources for academic delivery (i.e. space, IT) (QA) 	<p>Lead: Terry Williams</p> <p>Working Group: TBD</p>

Lab Facilities (#42)	<ul style="list-style-type: none"> - Renewed 18 labs 	<ul style="list-style-type: none"> - Improve planning process - increased communications and review processes - Review tech support/ staffing model - Review communication amongst Academic Techs, IT Techs, PRD – Team approach - Additional cleaning with new contract 	<ul style="list-style-type: none"> - PRD/Schools review prioritizing of lab space 	Lead: Brett Goodwin Working Group: Terry, Carol/Allan, Paul
Social Spaces and Individual / Group study spaces (#44 and #43)	<ul style="list-style-type: none"> - PRD Space audit currently underway - Initial discussion with SAC/FSA to assess student space needs - New study spaces (i.e. library) - Increased social seating and group work fixtures - Web resource developed to direct students 	<ul style="list-style-type: none"> - Quiet pods throughout College - Student feedback survey - Create zones with different thresholds for “noise” - LRC – reclaim IT offices and Testing Centre space for student space 	<ul style="list-style-type: none"> - Restructure of “LRC/Library” - Space/service governance 	Lead: Kristi Kerford and Student Associations Working group: David Luinstra, IT (Barry/Roger), Student
Overall quality of learning experience (#24)	These were not specifically discussed at our working group meeting and will be discussed within the Academic division and reported upon.			
Promptness of feedback on your work (#17)				Working Group: Deans/Chairs/LDS/ Students

Teachers' presentation of the subject material (#15)		Working Group: Deans/Chairs/LDS/ Students
------------------------------------------------------------	--	-------------------------------------------------

DRAFT

KPI Results

June 2018

Fleming College

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Key Performance Indicators (KPI)

1. Graduate Satisfaction

How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?

(% Very Satisfied or Satisfied)

2. Employment Rate

of graduates employed during MTCU reference week, 6 months after graduation *(of those eligible for work).*

3. Employer Satisfaction

How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?

(% Very Satisfied or Satisfied - employers were contacted only if graduate gave permission)

Fleming College

Key Performance Indicators (KPI)

4. Graduation Rate

% of graduates who complete program requirements within a time frame equalling 200% of program duration.

5. Student Satisfaction

Students included in KPI if they answered all 4 CAPSTONE questions (Q13, Q24, Q39, Q49) and semester question (Q2).

(1st semester excluded)

Q13: OVERALL, your program is giving you knowledge and skills that will be useful in your future career.

Q24: The OVERALL quality of the learning experiences in this program.

Q39: The OVERALL quality of the services in the college.

Q49: The OVERALL quality of the facilities/resources in the college.

Fleming College

KPI Results

	FLEMING					SYSTEM				
	2015/16	2016/17	2017/18	% Diff 2015/16 vs. 2016/17	% Diff 2016/17 vs. 2017/18	2015/16	2016/17	2017/18	% Diff 2015/16 vs. 2016/17	% Diff 2016/17 vs. 2017/18
Graduate Satisfaction	81.7	81.1	78.9	-0.6	-2.2	80.3	78.8	79.5	-1.5	+0.7
Employment Rate	84.5	82.7	85.3	-1.8	+2.6	83.6	83.0	85.7	-0.6	+2.7
Employer Satisfaction	94.3	92.0	95.7	-2.3	+3.7	91.4	91.2	92.5	-0.2	+1.3
Graduation Rate	66.9	68.8	69.4	+1.9	+0.6	66.7	66.6	--	-0.1	--
Student Satisfaction	77.6	78.6	69.7	+1.0	-8.9	76.8	76.5	73.4	-0.3	-3.1

-- System rates not yet available

Fleming College

KPI Survey Response

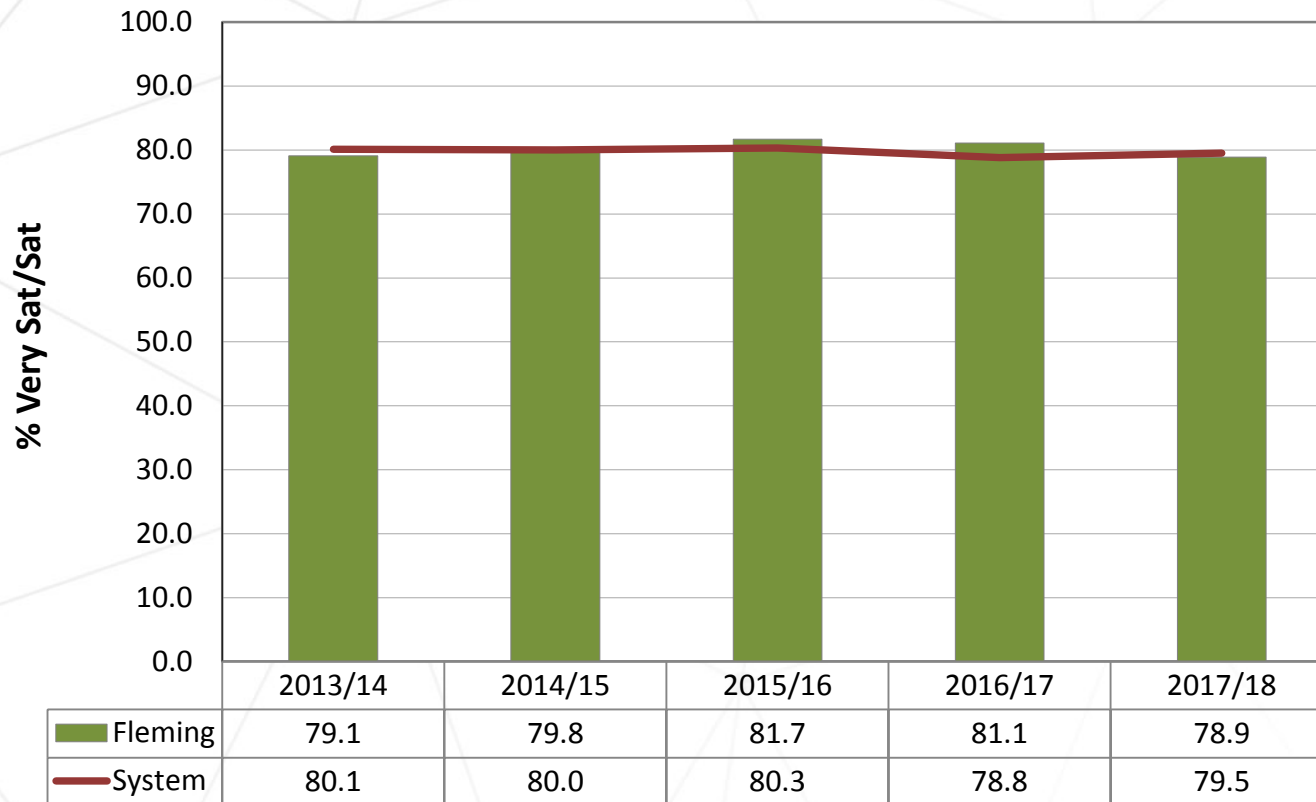
KPI Student Satisfaction and Engagement Survey			
Reporting/ Survey Year	# Eligible Students	# Total Surveys (<u>excl</u> 1 st semester)	# KPI Valid Surveys
2013/14	5,569	4,181	3,730
2014/15	5,639	4,242	3,731
2015/16	5,546	4,273	3,776
2016/17	5,467	3,979	3,457
2017/18	5,794	3,619	3,202

KPI Graduation Rate		
Reporting Year	# Entrants	# Grads
2013/14	4,020	2,630
2014/15	3,911	2,601
2015/16	3,846	2,573
2016/17	3,991	2,746
2017/18	3,793	2,634

KPI Graduate Outcomes Survey								
Reporting / Survey Year	Year of Graduation	# Grads	# FUNDED Grads	# Valid Grad Surveys	# Available For Work	# Employer Contacts (Permission)	# Valid Employer Surveys	# Valid Grad Satisf Surveys (Q34)
2013/14	2012/13	2,846	2,755	1,513	1,117	352	203	1,493
2014/15	2013/14	2,866	2,665	1,304	982	329	147	1,289
2015/16	2014/15	3,002	2,761	1,176	890	287	105	1,160
2016/17	2015/16	3,151	2,803	993	768	228	88	982
2017/18	2016/17	3,043	2,644	901	716	214	70	890

KPI Graduate Satisfaction Trends

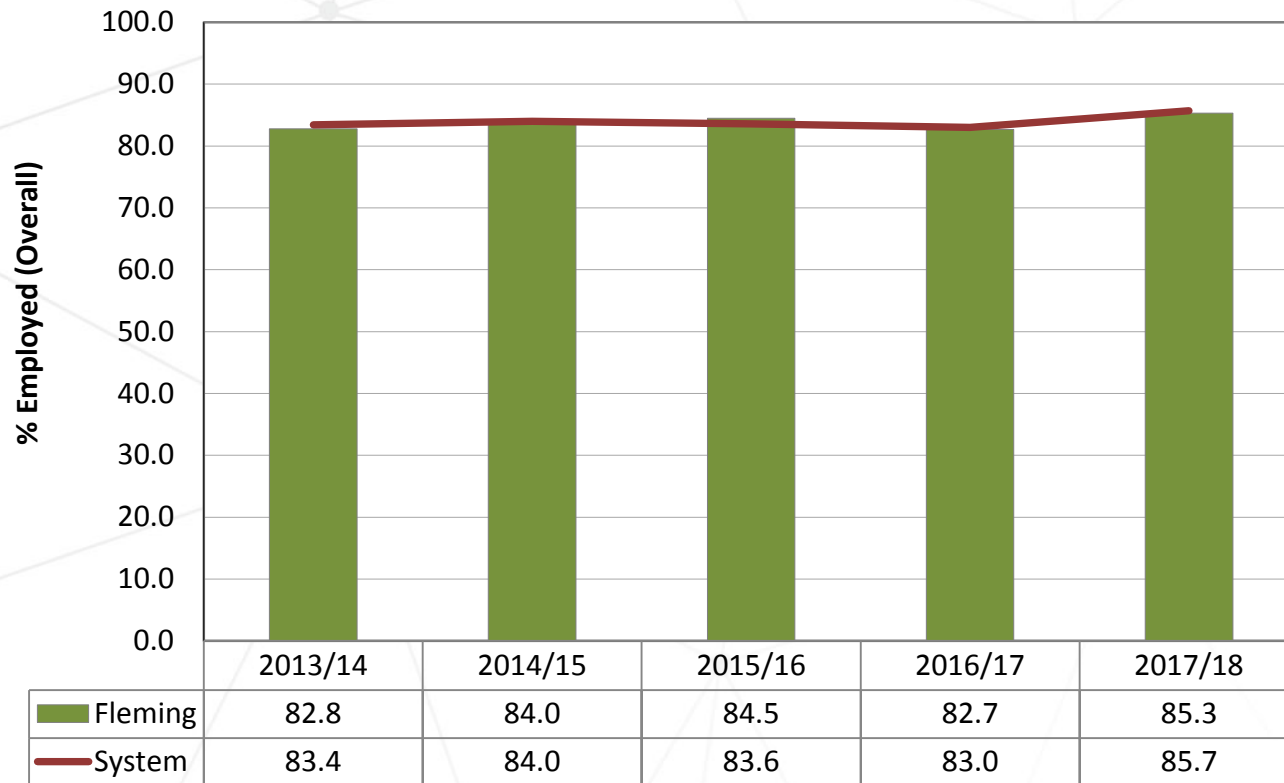
Graduate Satisfaction Trends
Fleming vs. System



Fleming College

KPI Employment Rate Trends

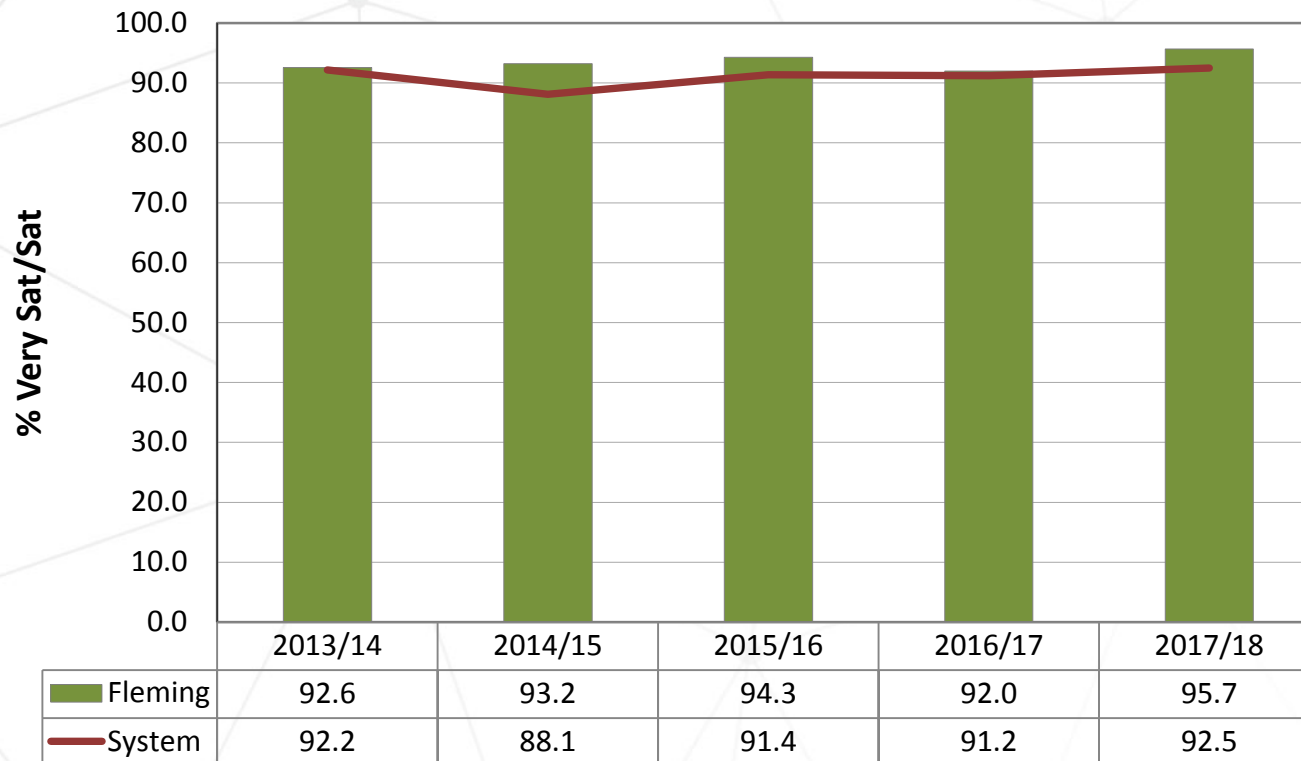
Employment Rate Trends Fleming vs. System



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KPI Employer Satisfaction Trends

**Employer Satisfaction Trends
Fleming vs. System**



Fleming College

KPI Graduation Rate Trends

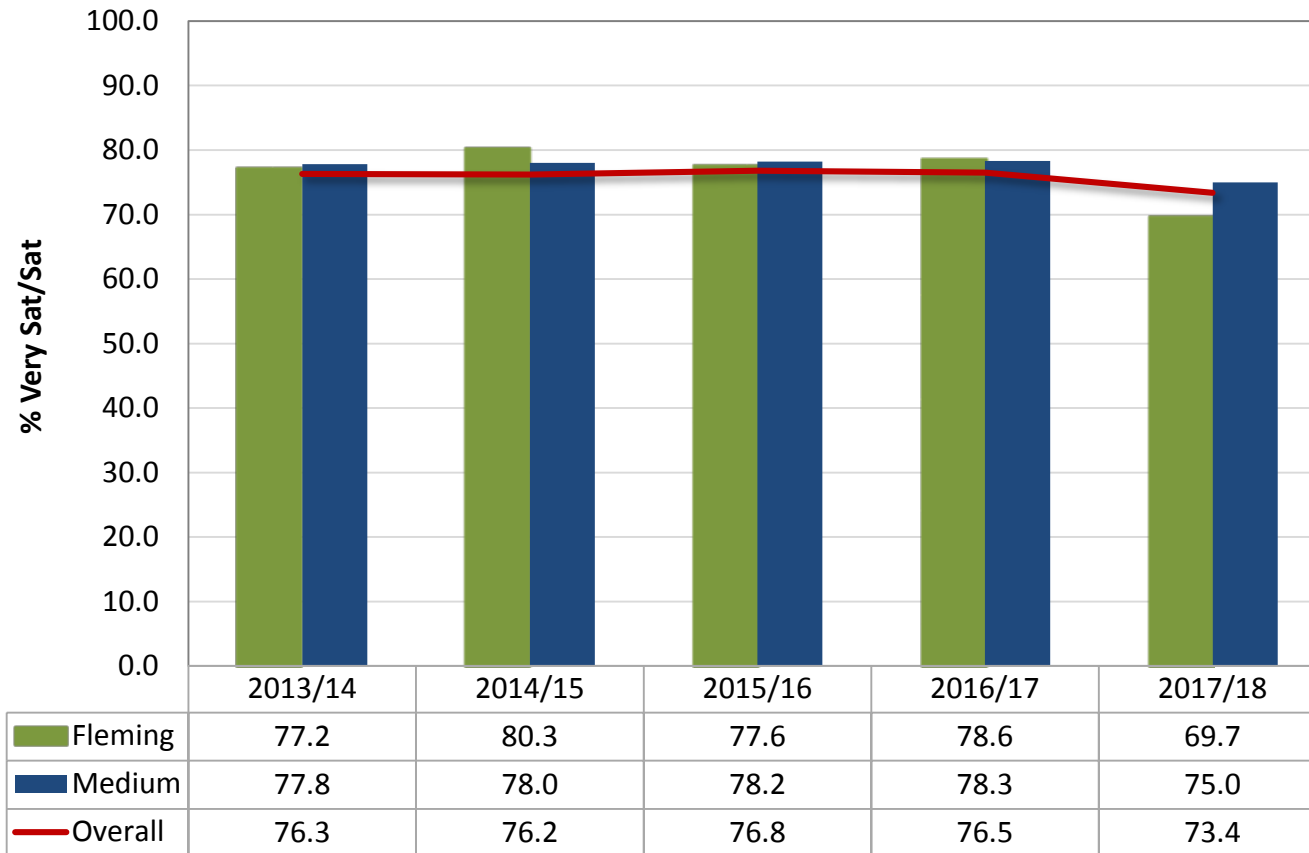
Graduation Rate Trends
Fleming vs. System



Fleming College

KPI Student Satisfaction Trends

Overall KPI Student Satisfaction (Q13 + Q24 + Q39 + Q49)



Medium-sized college grouping (based on # of enrolled students as reported to CCI Research Inc.) includes:

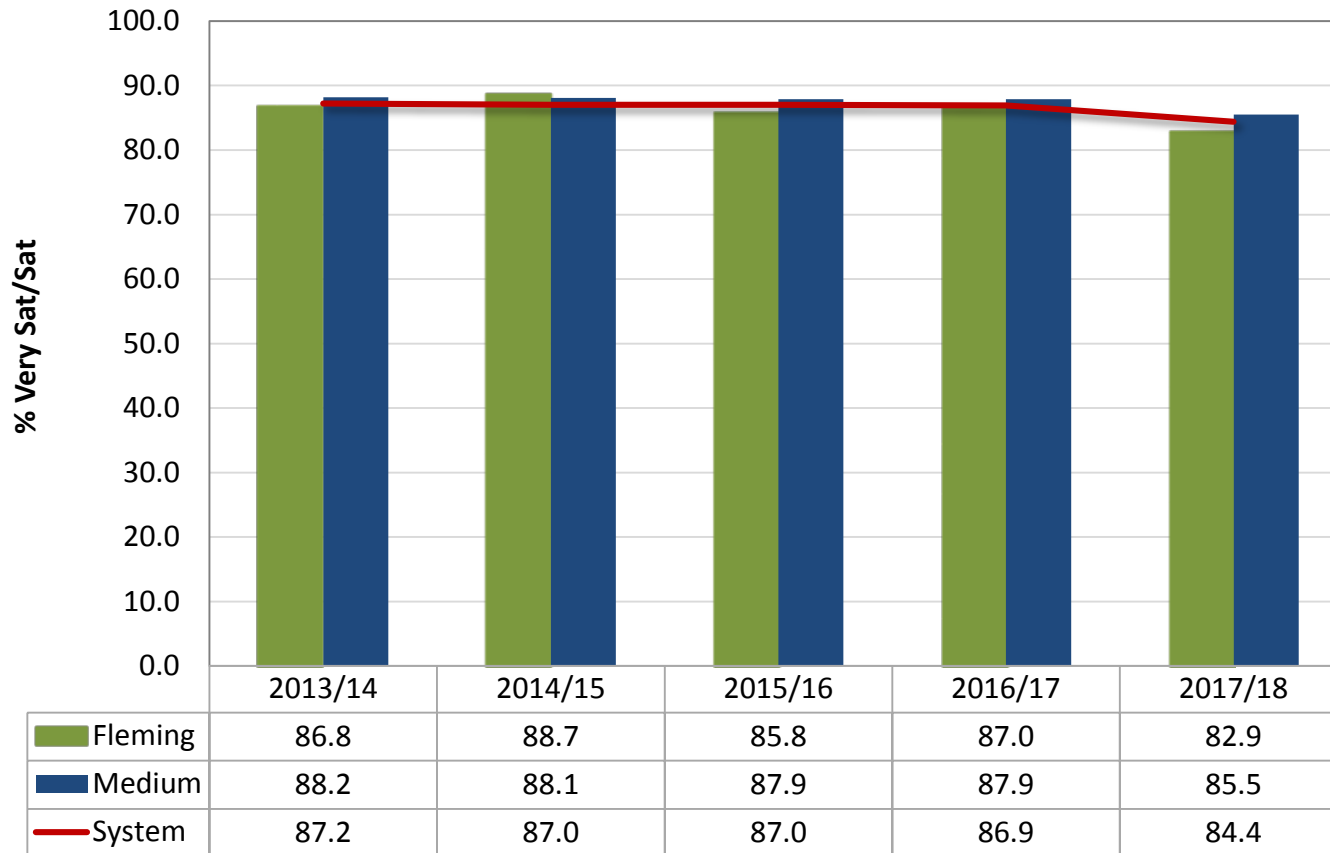
2013/14 = Conestoga, Durham, Fleming, Georgian, **La Cite**, Niagara, St. Clair, St. Lawrence

2014/15 - 2017/18 = **Cambrian**, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

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KPI Student Satisfaction Capstones

Q13. Knowledge and Skills - Future Career



Medium-sized college grouping (based on # of enrolled students as reported to CCI Research Inc.) includes:

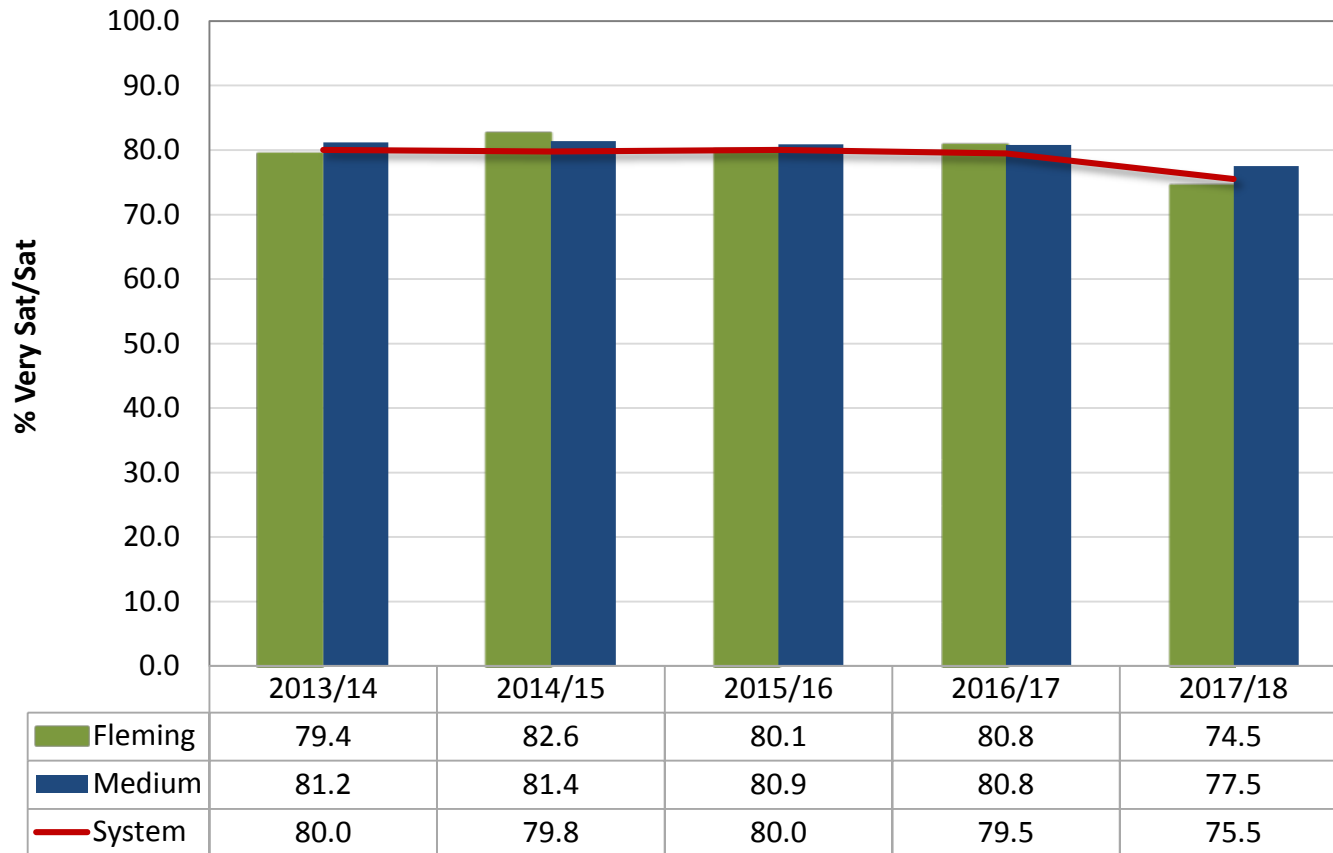
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KPI Student Satisfaction Capstones

Q24. Learning Experiences - Program Quality



Medium-sized college grouping (based on # of enrolled students as reported to CCI Research Inc.) includes:

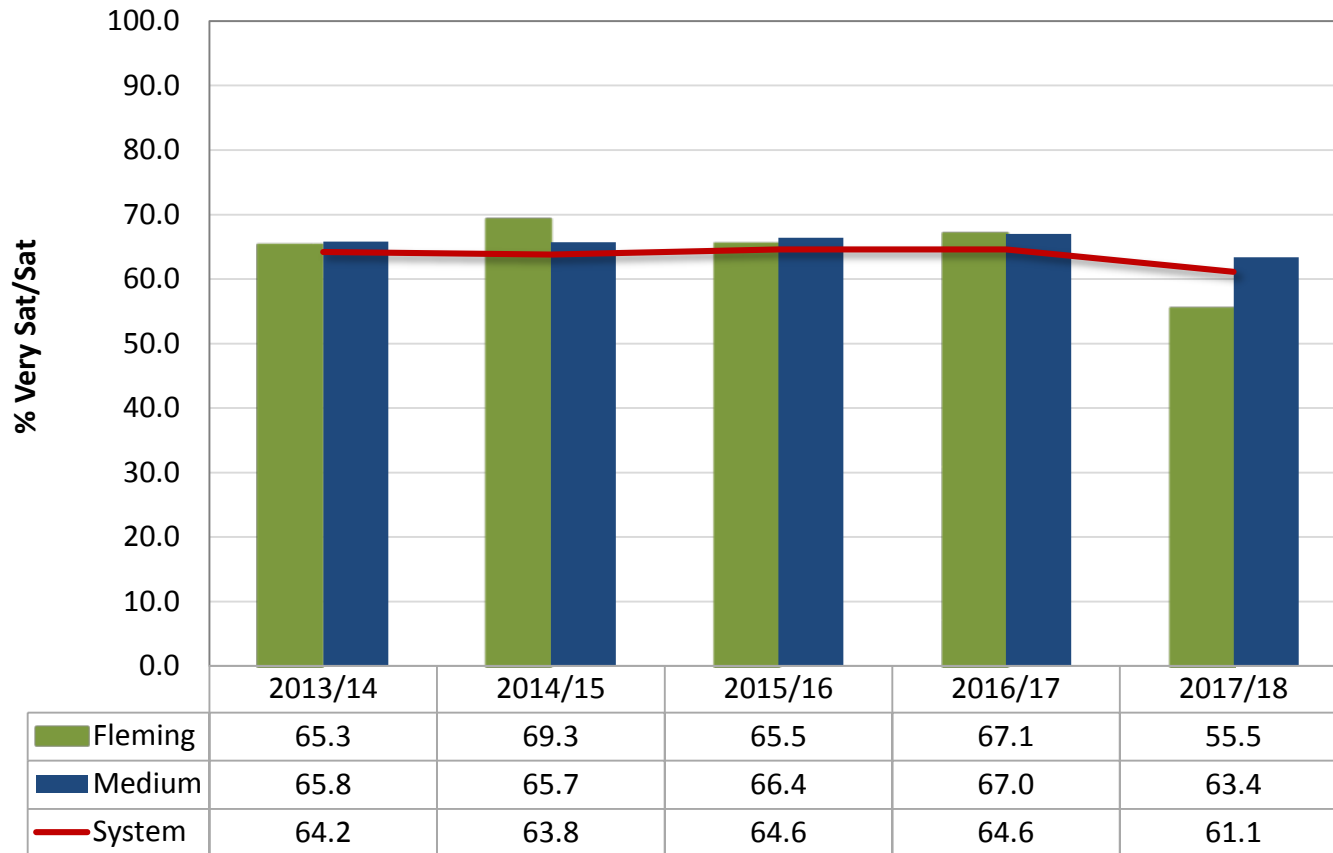
2013/14 = Conestoga, Durham, Fleming, Georgian, **La Cite**, Niagara, St. Clair, St. Lawrence

2014/15 - 2017/18 = **Cambrian**, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

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KPI Student Satisfaction Capstones

Q39. Quality of Services



Medium-sized college grouping (based on # of enrolled students as reported to CCI Research Inc.) includes:

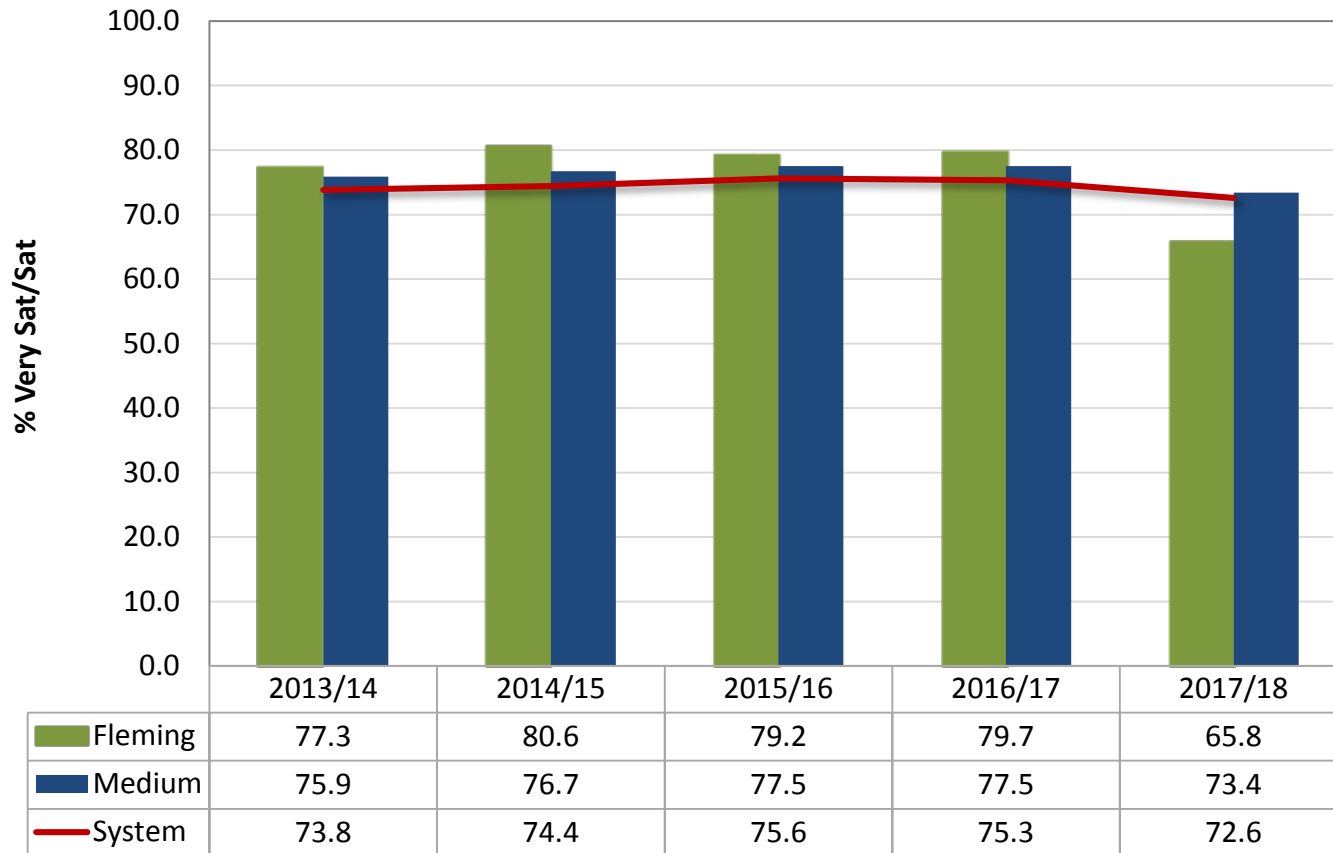
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2014/15 - 2017/18 = **Cambrian**, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

Fleming College

KPI Student Satisfaction Capstones

Q49. Quality of Facilities/Resources



Medium-sized college grouping (based on # of enrolled students as reported to CCI Research Inc.) includes:

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2014/15 - 2017/18 = **Cambrian**, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

Fleming College

KPI Student Satisfaction Results

(Fleming vs System)

			Q13 Knowledge & Skills - Future Career			Q24 Learning Experiences - Program Quality			Q39 Quality of Services			Q49 Quality of Facilities/Resources			Overall KPI Student Satisfaction		
			VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %
FLEMING	Year	#															
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	2016/17	3,457	87.0	8.6	4.3	80.8	13.8	5.4	67.1	26.3	6.7	79.7	17.0	3.3	78.6	16.4	4.9
	2017/18	3,202	82.9	11.4	5.7	74.5	16.1	9.4	55.5	30.8	13.7	65.8	23.2	11.0	69.7	20.4	10.0
	% Diff		-4.1	▼		-6.3	▼		-11.6	▼		-13.9	▼		-8.9	▼	
SYSTEM	2015/16	132,997	87.0	9.2	3.8	80.0	14.6	5.4	64.6	27.5	7.9	75.6	19.1	5.3	76.8	17.6	5.6
	2016/17	131,760	86.9	9.2	3.9	79.5	14.8	5.7	64.6	27.4	8.1	75.3	19.2	5.5	76.5	17.7	5.8
	2017/18	117,609	84.4	10.7	4.9	75.5	17.0	7.5	61.1	29.3	9.6	72.6	20.7	6.7	73.4	19.4	7.2
	% Diff		-2.5	▼		-4.0	▼		-3.5	▼		-2.7	▼		-3.1	▼	

Fleming College

KPI Student Satisfaction Results

(Fleming vs Medium)

			Q13 Knowledge & Skills - Future Career			Q24 Learning Experiences - Program Quality			Q39 Quality of Services			Q49 Quality of Facilities/Resources			Overall KPI Student Satisfaction		
			VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %	VS/S %	Neither %	D/VD %
FLEMING	Year	#															
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	2016/17	3,457	87.0	8.6	4.3	80.8	13.8	5.4	67.1	26.3	6.7	79.7	17.0	3.3	78.6	16.4	4.9
	2017/18	3,202	82.9	11.4	5.7	74.5	16.1	9.4	55.5	30.8	13.7	65.8	23.2	11.0	69.7	20.4	10.0
	% Diff		-4.1	▼		-6.3	▼		-11.6	▼		-13.9	▼		-8.9	▼	
MEDIUM	2015/16	40,840	87.9	8.5	3.7	80.9	14.0	5.1	66.4	26.9	6.8	77.5	18.3	4.2	78.2	16.9	4.9
	2016/17	39,617	87.9	8.4	3.7	80.8	14.0	5.3	67.0	26.3	6.7	77.5	18.1	4.5	78.3	16.7	5.0
	2017/18	35,742	85.8	9.6	4.6	77.5	15.5	7.1	63.4	28.1	8.5	73.4	20.5	6.1	75.0	18.4	6.6
	% Diff		-2.1	▼		-3.3	▼		-3.6	▼		-4.1	▼		-3.3	▼	

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MEETING BOOK FOR THE JANUARY 23, 2019 PUBLIC BOARD MEETING - Page 62 of 65

Fleming College

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PRESIDENT'S REPORT

Public Board Meeting – January 23, 2019

Agenda Item 7.8

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

College System Update

- The Ontario government announced a 10 percent cut to domestic tuition on Thursday, January 17 2019. This applies to full time and part time domestic tuition.

This announcement also included some further restrictions on OSAP eligibility and payback conditions for loans. Further, restrictions were applied to the ancillary fees for those services that the college provides that can be part of a mandatory fee structure versus those that will be the choice of the student. Mandatory fees would include such things as college wide services e.g. counselling services. Services that are categorized as student experience services would be at the discretion and desire of the student. These would include services such as the campus pub, capital projects and transit.

Early estimation of the impact to Fleming's domestic revenue stream represent approximately and \$2.5 million decline. The impact of OASP eligibility could affect as many as 300 students (or 5% of our current population). *Please note that the article in the Examiner of January 18 2019 misquoted the 5% impact and portrayed it as enrollment decline which may or may not be the case. We asked for a correction.*

We will continue with our due diligence to determine more specific impacts and mitigation strategies. The government is yet to provide more details and technical clarifications on the various components of the announcement from January 17, 2019. Fleming is working closely with the Colleges Ontario. The general tone at this point from Presidential colleagues in one of displeasure.

- Colleges Ontario continues to work with some Presidents to present an approach that colleges could undertake when securing public private partnerships with career colleges. I am pleased to report that I have participated in the subcommittee on behalf of Fleming.

A final document of a proposed approach and quality assurance plan for those colleges that wish to participate in an arrangement with a private career college was presented to the Presidents on January 15, 2019. It is intended to be presented to the government of Ontario to help them understand the robust quality control measures in place for such arrangements. It is also known that the private career colleges are lobbying the government to secure an even greater presence in Ontario. This could adversely affect publically funded colleges. Hence, the importance of a proactive and collective approach with the government is essential.

- Freedom of Speech policy work was completed on target. This was a collaborative approach with Colleges Ontario. To date, there has been no significant matters arise at Fleming. However, the union leaders have expressed their concern with the "top down approach" from government regarding the development of the policy.

Government Relations

- Fleming has continued to actively participate with Colleges Ontario with respect to government interaction and relationships, as noted above.

- Fleming participated in the roundtable that was held by the Minister of Training, Colleges and Universities regarding the closure of GM. This was held in Coburg prior to Christmas closure and many stakeholders and businesses attended as well as Loyalist and Durham Colleges.

A small task force was established with Durham College immediately after the announcement of the closure. This was initiated with a meeting of Fleming, Durham, Ontario Power Generation, the Minister and Deputy of MTCU and the Canadian CEO for General Motors. The Ministry agreed to be a central point to co-ordinate responses to this closure and possible actions that could be undertaken by the college. There has been little to no activity or communication by the Ministry since early December.

Fleming Strategy

- Fleming launched its strategic planning process on January 14, 2019. It was kicked off by Chair Marinigh and was attended by many staff, faculty, business leaders, partners and stakeholders. The first interactive sessions of the process were held later that day and included stakeholders, staff and students. Several more are planned for January and February.

A *Thought Leaders* speaker series was also announced. This will begin with Ken Steele, a well-known expert in higher education and the college sector in North America. The second announced speaker will be Sheldon Levy. Sheldon is highly respected in the arena of higher education and former President of Ryerson as well as Deputy Minister of Training, Colleges and Universities.

These speaker series are public events and the Board is encouraged to not only attend but to extend the invitation to others, as appropriate.

Fleming Operations

- A second senior management team retreat was held on the afternoon of January 8, 2019. This was a very interactive and productive session that culminated in the final design of the leadership level of Fleming that was announced on January 15, 2019. There is much work to be completed to realign the activities within the senior team. In particular, student experience requires significant enhancement and an integrated approach to support our students.
- The recruitment for the Vice President of Academic Experience was initiated on January 18, 2019. It is anticipated that the candidate will be identified and secured in March 2019. The Vice President of Student Experience recruitment will be initiated late January 2019. The Vice President of Human Resources is well underway and interviews are planned for early February.
- Enrolment continues to be a key focus. Winter intake is on target for international students. Intake for domestic students is down from target.
- A task force was established to address our low KPI's for student services. A draft action plan has been included in your package as an information item.
- Challenges to provide adequate housing in the area continues. A negotiation mandate will be brought forward to the Board for consideration that includes both asset acquisition and disposal.
- I had the pleasure of meeting Panamanian Officials when they toured Fleming College's Sutherland Campus. We signed an agreement to provide contract training and skill development to Panamanian students. The Academic Chair shared the news in a [Twitter post](#).

In Our Community

- Two key leaders have joined the Strategic Planning Oversight Committee: Rhonda Barnett, President and COO of Steelworks Design Inc. and first female Chair of the National Board of the Canadian Manufacturers and Exporters (CME), and well as Rhonda Keenan, President and CEO for Peterborough & the Kawartha Economic Development (PKED). They are key contributors to Fleming and our community.
- “Come to my Room” exhibition will host some art from our Haliburton campus at the Gladstone in Toronto on January 19 2019.
- Judge for the culinary students’ Cupcake Challenge, December 10, 2018
- Hosted Fleming Family Skate for Fleming employees and their families, December 14, 2019

Fleming in the News

- January 18, 2019 guest on the CHEX Morning Show,
- January 14, 2019 column in MyKawartha, “Shaping Our Shared Future”; on-line article <https://www.mykawartha.com/opinion-story/9121473-shaping-our-shared-future/>
- January 17, 2019 report by Mark Giunta, “Fleming College estimates 10% cut to tuition will lead to \$2.5 million in revenue loss”, video clip <https://globalnews.ca/news/4858737/peterborough-students-tuition-cut/>
- January 8, 2019 comment in The Peterborough Examiner, [Free speech ‘what a learning institution is all about,’ says Fleming College president](#)
- December 11, 2018, guest on [Extra 90.5](#) radio where I had an opportunity to talk about the 2018 year in review.
- December 7, 2018 column in MyKawartha, “Fleming College and General Motors: Helping employees is our civic duty”, on-line article <https://www.mykawartha.com/opinion-story/9068895-fleming-college-and-general-motors-helping-employees-is-our-civic-duty/>
- GM community outreach and full-page and advertisement in The Peterborough Examiner, December 2018
- 93.3 Northumberland Radio: [Two local women honoured by Fleming College](#), December 20, 2018
- The Peterborough Examiner: [Fleming awards highlight important work being done in Peterborough and area](#), January 2, 2019
- MyKawartha: [Fleming College renews diploma-to-degree pathway with UOIT](#), January 4, 2019
- MyKawartha: [Harley-Davidson is a lifestyle, here’s how you can start living it](#), December 27, 2019
- Pique News Magazine: [From Whistler to California: An archival mystery solved](#), December 20, 2019
- Sydenham Current: [Wallaceburg Museum Hires New Curator](#), January 17, 2019