



## Board of Governors



### PUBLIC MEETING MINUTES

**Meeting Date:** November 22, 2023

**Meeting Location:** Sutherland Campus - 599 Brealey Drive, Peterborough Room B3330

**Attendance:**

**External Governors:**

Don Gillespie, <i>Chair</i>	Karen Jensen, <i>Vice-Chair</i>	Sudha Datta <i>Chair FAC</i>
Cory Bryan	Cynthia Chan Reynolds	Kerri Davies
Tim Kennaley	Michael Nasello	Lisa Reed
Doris Stamml		

**President:**

Maureen Adamson

**Internal Governors:**

Laura Coles ( <i>Support Staff</i> )	VACANT ( <i>Academic</i> )	Kiersten Singh ( <i>Student</i> ) ( <i>Regrets</i> )
Marc Patenaude ( <i>Administrative Staff</i> )		

**Senior Administration:**

Brett Goodwin <i>Executive Vice President, Academics &amp; Applied Research and Innovation</i>	Sherry Gosselin <i>Executive Vice President, IT &amp; Registrarial Services</i>	Alan Lambert <i>Executive Vice President, Organizational Effectiveness and Human Resources</i>
Drew Van Parys <i>Executive Vice President, Corporate Services</i>	Kate McIntosh <i>Vice President, Student Experience</i>	Liz Stone <i>Vice President, Indigenous Knowledge and Relations</i>
Laura Gunning <i>Associate Vice President, International</i>	Chris Jardine, <i>Acting Associate Vice President, Marketing and Advancement</i>	Theresa Knott (Regrets) <i>Associate Vice President, Academic Experience</i>
Julie Ferrari <i>Chief of Staff, President's Office</i>	Trish Matthews <i>Director, Corporate Affairs, Governance &amp; Risk Management</i>	

#### **1.0 Call to Order, Welcome to the Traditional Territory and Confirmation of Quorum**

The Chair called the meeting to order at 9:00a.m. and acknowledged that the meeting was hosted on the traditional lands of the Mississauga Anishinaabe peoples.

Quorum was confirmed and all in attendance were welcomed. Attendance regrets were noted.

#### **2.0 Declaration of Conflict of Interest**

L. Coles, Support Staff Governor, declared conflict with Item 5, Research Strategic Plan, due to work she conducted as part of this project team.

#### **3.0 Approval of Meeting Agenda**

**MOTION:** Be it resolved that the Board of Governors approve the agenda of the November 22, 2023 public meeting as presented.

**CARRIED**

#### **4.0 Approval of the Consent Agenda**

**MOTION:** Be it resolved that the Board of Governors approve the consent agenda for the November 22, 2023, meeting and, through this consent the:

- 4.1 Minutes of the June 28, 2023 Public Board of Governors Meeting
- 4.2 Policy Revocation: Award of Honourary Degrees, 2-203
- 4.3 Policy Revocation: Computer Software Copyright, 4-403
- 4.4 Policy Revocation: Environmental Policy 4-418

- 4.5 Briefing Note: Governance Policy and Procedure Review
- 4.5.1 Procedure: Delegations to the Board
  - 4.5.2 New Policy: Election of Internal Members to the Board of Governors
  - 4.5.2b Procedure: Election of Internal Members to the Board of Governors
  - 4.5.3 Procedure Revocation: BP-002 Expenses Regarding Governor Travel
  - 4.5.4 Procedure Revocation: College Liability Insurance
  - 4.5.5 Procedure Revocation: Consent Agenda
  - 4.5.6 Procedure Revocation: Governors Advocacy
  - 4.5.7 Presidents Performance Evaluation Revocation
  - 4.5.8 Presidential Continuity and Succession Revocation
- 4.6 ESG Committee Report
- 4.7 College Quality Assurance Audit Process (CQAAO)
- 4.8 CQAAO Report

**CARRIED****5.0 Applied Research Strategic Plan**

President Adamson spoke to Fleming's strong applied research record and strategic investments over the past few years to optimize Applied Research programs.

Following a system wide environmental scan, which was presented to the Board in January, the College engaged Shift Health to develop an evidence-based research strategy and implementation plan.

B. Goodwin presented the final 2024-2029 Applied Research Strategic Plan today, a plan that will be a cornerstone in the Colleges new Strategic Plan.

The presentation highlights a year of work. The Strategic targets table shows the impact once the plan is operational, with targets such as moving from top 20 to top 10 in 5 years.

There are some up front investments, particularly positions to complete work, of approximately \$200,000 some of which will be funded by grants.

**MOTION: Be it resolved that the Board of Governors approve the Applied Research Strategic Plan as presented.**

**CARRIED****6.0 Finance and Audit Committee Update**

S. Datta spoke to the written report from the Committee. The committee November 15, spending time to review in-year financials, speaking with our audit partners at KPMG, reviewing 2022-2023 special audits, and discussing Enterprise Risk Management and Investment Portfolio reports; reports for which were included on the in-camera agenda.

**6.1 Financial Position Reports - September 30, 2023, and Budget Update/Forecast**

Financial reports as at September 30 they tell a good news story.

- Analysis of the year-to-date financial data forecasts a year end surplus of \$24.4M.
- Significant increases in enrollment, both at our home campuses and the Toronto campus, are driving the significant increase in expected surplus relative to budget.
- Total revenues have increased YOY by \$92.6M. The largest driver of this increase (\$59M) is attributable to the Fleming College Toronto (FCT) campus.
- International students at our home campuses contribute \$25.9M of increased revenue in the current YTD.

- Increase in other income is due to increased interest income – as the College takes advantage of short-term investment opportunities because of increased cash balances,  
and increased rebate from our International Student Payment processor – due to increased international enrollment, and increased ancillary fees such as the international student healthcare plan.
- Total expenses have increased \$54M in the current year-to-date as compared to the prior year. The majority of this change is related to payments for the operation of FCT.
- Total non-salary operating expenses have increased in the current YTD period by \$3.6M.
- Salaries and Benefits have increased \$4.9M.
- The Compliment Management Workgroup (Vacancy Management) is a rigorous process Chaired by D. Van Parys and a subset of Senior Management Team that completes a position review and requirement review prior to replacement.
- Forecasted changes to budget will be submitted to the Ministry following Board of Governors approval.

**MOTION: Be it resolved that the Board of Governors receive the Financial Reports for the (6) Months Ending September 2023 for information, and**

**Approve the final budget update as presented.**

**CARRIED**

## **6.2 Appointment of External Auditors**

An appointment of the College's independent external audit firm is required annually during the term of the contract for external audit services.

Fleming College issued an RFP for the 2019/2020 fiscal year and the contract was awarded to KPMG LLP. The term of the contract is five (5) years beginning March 31, 2020 and expiring March 31, 2025, with an option to renew for an additional five (5) years. Management is satisfied with the work of the Partner for the March 31, 2023 audit field work.

The fees for 2023-24 are slightly higher than the prior year, approximately equal to inflation of 3.2%.

Proposed costs are \$82,500 for the annual financial audit, \$13,000 for Service System Manager Audit Report, \$13,645 for the enrolment audit and \$3,400 to \$4,100 for each separately funded project audit.

**MOTION: Be it resolved that the Board of Governors appoint KPMG LLP as the College's external auditors for the fiscal year ending March 31, 2024.**

**CARRIED**

## **7.0 Governance Committee Report**

K. Jensen spoke to the written report from the Committee. The Committee is focused on recruitment and policy, working to lay a strong path for good governance in years to come.

## **7.1 Board Recruitment - Academic Governor Appointment**

In accordance with Board of Governors Procedure BP-003, on September 15, 2023 an official call for nominations for an Academic Governor occurred, following the resignation of the last incumbent over the summer.

At the close of the nomination period on September 29, 2023 there was only one (1) nominee for the Academic Governor position. The nominee met and submitted all the requested criteria. As there is only one nominee who meets the requested criteria, no election was required, and the nominee is acclaimed.

T. Hataley, a full-time faculty member in the School of School of Health and Community Service has been nominated to fill the Academic Governor role. Mr. Hataley's statement of intent, and strong colleague support statements are included in the briefing note.

**MOTION: Be it resolved that the Board of Governors approve the appointment of Todd Hataley to the role of Academic Governor for the 2023-2024 and 2024-2025 Terms.**

**CARRIED**

## **8.0 Policies**

### **8.1 Accessibility for Ontarians with Disabilities Act (AODA) Policy**

To comply with Accessibility for Ontarians with Disabilities Act (AODA) requirements, Fleming College must have current policies and procedures related to accessibility and support to persons with a disability.

The College currently has two separate policies related to this issue: *Accessibility for Persons with Disabilities 3-341* and *Access and Accommodation for Students with Disabilities 7-701*.

The Policy and Procedure Committee, which has oversight to ensure that College policies and procedures align with legislation, the College's objectives, and best practices, compared the policies resulting in the recommendation that the College amalgamates these policies into one: *Accessibility for Persons with Disabilities 3-341*, and the recommended Policy Authority for it should be Human Resources.

This will provide the College with one policy specific to this issue under which departments may have procedures to guide application specific to their departmental needs. There is currently an existing procedure for student services that is recommended to remain in place (OP 7-701).

**MOTION: Be it resolved that the Board of Governors approve *Accessibility for Persons with Disabilities Policy 3-341*; and approve the revocation of *Access and Accommodation for Students with Disabilities Policy 7-701*, for implementation December 1, 2023.**

**CARRIED**

### **8.2 Academic Integrity Policy**

The revision made allows for the following:

- Alignment with the International Centre of Academic Integrity (ICAI) fundamental values of academic integrity;
- Clarity of procedures and responsibilities of faculty, records staff, and academic integrity staff;
- Addition of a warning level: where a genuine error occurs, Faculty may give a warning to encourage and support learning. The Board discussed the educational versus punitive approach.

**MOTION: Be it resolved that the Board of Governors approve revised the revised Academic Integrity Policy #2-201A, for implementation January 8, 2024.**

**CARRIED**

### **9.0 Program Modifications**

B. Goodwin spoke to the reports.

#### **9.1 Arboriculture (Co-op) (AR) Instructional Settings Modification**

The School of Environmental and Natural Resource Sciences requested approval to modify the instructional settings of the Arboriculture (Co-op) Ontario College Certificate. The proposed instructional settings modifications were supported by the Arboriculture Program Advisory Committee (PAC) on April 18, 2023.

The Urban Forestry Certificate program is targeting the same demographic as the Arboriculture program and students tend to move between both programs, or, are completing both certificates.

The Urban Forestry program is an alternative for Arboriculture students who are struggling with the climbing requirements. Aligning the curriculum of the Arboriculture program with the changes made to the Urban Forestry program will allow us to keep offering this internal pathway and the opportunity to complete both credentials.

**MOTION: Be it resolved that the Board of Governors approve the instructional settings modification of the Arboriculture (Co-op) (AR) Ontario College Certificate for implementation Winter semester, 2025.**

**CARRIED**

#### **9.2 Urban Forestry (UF) Title, VLO and Instructional Settings Modification**

The School of Environmental and Natural Resource Sciences is requested approval to modify the title from "*Urban Forestry*" to "*Tree Care Techniques*" and will include modifying and modernizing the Vocational Learning Outcomes and instructional settings of the program.

The proposed title, VLO and instructional settings modifications were presented to the Urban Forestry Program Advisory Committee (PAC) in April 2023 with follow-up email discussions held in early June 2023. The PAC supports these proposed program changes.

**MOTION: be it resolved that the Board of Governors approve the title, Vocational Learning Outcome (VLO) and instructional settings modification of the Urban Forestry (UF) Ontario College Certificate for implementation Fall semester, 2024.**

**CARRIED**

#### **9.3 Applied Data Analytics change to Spatial Data Analytics**

The School of Environmental and Natural Resource Sciences requested approval to offer a Spatial Data Analytics Ontario College Graduate Certificate program that will share curriculum with the new Geographical Information Systems for Analytics Ontario College Graduate Certificate program.

The Applied Data Analytics program was initially developed and approved in April 2020 just as the Covid-19 pandemic started. The program was a collaborative effort between the School of Health and

Wellness, School of Justice and Community Development, School of Business, and the School of Environmental and Natural Resource Sciences (SENRS). Due to the Covid-19 pandemic and in part to the organizational changes in the Schools of Health and Wellness, Justice and Community Development, and Business, the program did not launch and has been dormant for the past three years.

To quicken the approval of the Spatial Data Analytics program and make use of the dormant Applied Data Analytics program, SENRS wishes to modify the title and Vocational Learning Outcomes of this existing but dormant program to become the new Spatial Data Analytics program.

**MOTION: Be it resolved that the Board of Governors approve the title modification of the Applied Data Analytics Ontario College Graduate Certificate to “Spatial Data Analytics” and the subsequent VLO change for implementation Fall semester, 2024.**

**CARRIED**

#### **9.4 Waste Resource Management – Environmental (SWM) Program Length and Instructional Settings Modification**

The School of Environmental and Natural Resource Sciences (SENRS) requested approval to modify the program length of the currently two-semester Waste Resource Management – Environmental program to a three-semester program.

The modification will include mandatory 450-hour co-op in the third semester, thereby improving student success and satisfaction. The current program included a 180-hour field placement in the second semester.

This change will further prepare graduates for entry level positions in the labour market, through a full semester of co-op and more time for technical courses. This change will also allow the program to align with the new full cost recovery four-semester Environmental Waste Resource Management - Canadian Context program. The SWM Program Advisory Committee approved this modification on March 29, 2023.

**MOTION: be it resolved that the Board of Governors approve the program length and instructional settings modification of the Waste Resource Management - Environmental Ontario College Graduate Certificate program for development and implementation Fall semester, 2024.**

**CARRIED**

#### **9.5 Fitness & Health Promotion Instructional Settings Modification**

Fleming College’s Fitness and Health Promotion Ontario College Diploma program has been offered by the School of Health and Community Services at the Sutherland Campus since 2008. The program shares curriculum and faculty with the Recreation and Leisure Services (RLS) Ontario College Diploma program.

Currently FHP and RLS have a dual diploma pathway established where they share curriculum in semester one and two of their programs. Semesters three and four are separate for each program. Semester four in both programs is a block placement course where FHP currently completes 392 hours (FLPL 215) and RLS completes 490 hours (FLPL 55).

To improve the dual diploma pathway for students and remove the need for students to complete a second block placement, we wish to increase the required placement hours to 420 for the FHP

program, which is a 40% increase in hours from the last approved placement instructional settings total for the program.

This will then allow for the new FLPL 215 to be an equivalent course to FLPL 55 and therefore make the dual diploma more attractive to students because students will only need to complete one additional semester of study to attain both diplomas.

**MOTION: Be it resolved that the Board of Governors approve the instructional settings modification of the Fitness and Health Promotion (FHP) Ontario College Diploma for implementation Fall semester, 2024.**

**CARRIED**

### **9.6 Health Care Management, Ontario College Graduate Certificate**

The School of Health and Community Services requested approval to develop and launch of a 1-year, two-semester Ontario College Graduate Certificate Program in *Health Care Management*.

The program concept was approved by the Board of Governors on February 14<sup>th</sup>, 2023, which resulted in the development of the full business case. The program will be launched as a fully funded program, pending appropriate ministry approval, in Fall 2024.

The Health Care Management program is expected to attract working professionals that already hold a diploma, advanced diploma, or degree in a health care related field who want to progress their career into leadership and managerial positions.

The proposed program will include themes around leadership development, team communication, ethical and legislative awareness, project management, and grant proposal writing. In addition, Indigenous Perspectives content will be incorporated throughout the program specific to truth and reconciliation and health care for marginalized communities.

In the final semester, students will complete a capstone learning experience as an applied project with a community partner, providing them the opportunity to combine real world professional experience with integration of learned materials into industry specific situations.

**MOTION: Be it resolved that the Board of Governors approve the Health Care Management Ontario College Graduate Certificate program for launch September 1st, 2024.**

**CARRIED**

### **9.7 Service End User Design**

Service design (SD) is an emerging discipline of design which focusses on understanding human behaviors and organization and business processes workflows. There is a significant need for designing customer and user accessible services and products in all sectors.

SD primarily visualizes interactions between humans (users, customers) and systems that deliver products and services (public or private). Service Design employs various design techniques such as visualization tools and mapping methods to design products and services.

The two-semester hybrid Service and User Experience Design program will be offered as a full cost recovery program first to ensure a quick launch followed by a funded version of the same program

Once students complete this post graduate certificate, they can apply to continue their studies in the proposed Interface Design UX/UI Ontario College Graduate Certificate program, thereby increasing their time at Fleming College.

**MOTION: Be it resolved that the Board of Governors approve the development and implementation of the full cost recovery Service and User Experience Design Ontario College Graduate Certificate for implementation Fall 2024.**

**CARRIED**

### **9.8 Interface User Design**

The Interface Design UX/UI program employs visual and graphic design principles to create pixel perfect user interfaces for a wide variety of digital products.

A successful user experience is determined by the ability to easily navigate and engage with a digital product while integrating brand strategies adapted to the digital interactive media (IDM).

The two-semester hybrid Interface Design UX/UI program will be offered as a full cost recovery program first to ensure a quick launch followed by a funded version of the same two-semester program.

Once students complete this post graduate certificate, they can apply to continue their studies in the proposed Service and User Experience Design Ontario College Graduate Certificate program.

**MOTION: Be it resolved that the Board of Governors approve the development and implementation of the full cost recovery Interface Design UX/UI Ontario College Graduate Certificate for implementation Fall 2024.**

**CARRIED**

### **10.0 Indigenous and Academic Student Experience Report**

Fleming College strives to follow the path of Truth and Reconciliation and has many hopes and dreams for supporting indigenous learners. All departments work closely to realize the commitment to Indigenous Education

E. Stone, Vice President Indigenous Knowledge, spoke to the report.

Indigenous Fleming identifies the Academic & Service initiatives, projects and communications that Fleming College is currently engaged in that meet the commitments identified in the Strategic Plan, Business Plan and Indigenous Education Protocol, respectively.

*Indigenous student enrollment:*

- Fall 2022: 251
- Winter 2023: 220
- Spring 2023: 89

**\*\*560 total which is 6.1% of Domestic enrollment**

With approximately 16,000 Indigenous Students on post-secondary in Ontario, Fleming College serves 2.3% of overall postsecondary attendees.

**MOTION: be it resolved that the Board of Governors receive the Indigenous Academic & Student Services Report, 2022/23 Academic Year, for information.**

**CARRIED**



**11. Equity, Diversity and Inclusion Update**

Fleming’s EDI Project Plan was developed to guide and support the advancement of equity, diversity, and inclusion across the College Community.

A. Lambert, EVP Human Resources and Organizational Development, spoke to the report.

Key advancements and accomplishments were made across several projects, including:

- Inclusive Curriculum Toolkit
- Inclusive Leadership Development Opportunities
- Inclusive Interviewing Practices
- Inclusive Communication Toolkit

Project priorities for 2023-2024 are as follows:

- Anti-Indigenous Racism Training: Development and Launch
- Cultural Competency Development for Student Services
- Revise the EDI Action Plan → EDI Strategy in Alignment with 2024 – 29 Strategic Plan
- Evaluate the Inclusive Curriculum Toolkit

**MOTION: Be it resolved that the Board of Governors receive the Equity, Diversity, and Inclusion update.**

**CARRIED**

**Board Chair Report**

D. Gillespie provided a verbal report including:

- Update on large capital projects underway
- Community Consultations ongoing
- Participation in Remembrance Day ceremony.

**11.0 President’s Report**

President Adamson submitted her written report and welcomed questions.

**MOTION: Be it resolved that the Board of Governors receive the President’s Report for information.**

**CARRIED**

**12.0. Close**

The meeting was declared closed at 10:00a.m

DocuSigned by:

*Don Gillespie* Signed as approved:

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Don Gillespie  
Chair

Fleming College Board of Governors