



Board of Governors



PUBLIC MEETING MINUTES

Meeting Date: November 23, 2022

Meeting Location: Frost Campus - 200 Albert St S. Lindsay, Ontario K9V 5E6 - Classroom 209

Attendance:

External Governors:

Don Gillespie, <i>Chair</i>	Paul Downs, <i>Chair Finance and Audit Committee</i>	Cynthia Chan Reynolds
Ben Currelly	Sudha Datta (virtual)	Kerri Davies
Karen Jensen	Tim Kennaley	Lisa Reed (virtual)
Fred Clifford (<i>Regrets</i>)	Michael Nasello (<i>regrets</i>)	

President:

Maureen Adamson

Internal Governors:

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

Senior Administration:

Sandra Dupret <i>Executive Vice President, Academic and Student Experience</i>	Drew Van Parys <i>Executive Vice President, Finance and Administrative Services</i>	Christy DeMont <i>Chief Technology Officer</i>
Brett Goodwin <i>Vice President, Applied Research and Innovation</i>	Annie Lam <i>Vice President Corporate Finance</i>	Matt Markovic <i>Manager, College Services</i>
Murray Rodd <i>Interim Director, Physical Resources Department</i>	Liz Stone <i>Indigenous Knowledge Leader</i>	Esther Zdolec <i>Vice President, Organizational Effectiveness and Human Resources</i>

Administrative Staff:

Trish Matthews <i>Manager, Corporate Affairs & Governance</i> <i>President's Office</i>	Julie Ferrari <i>Manager, Corporate Operations, President's Office</i>
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1. Call to Order, Welcome to the Traditional Territory and Confirmation of Quorum

The Chair called the meeting to order at 10:30a.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. Declaration of Conflict of Interest

None.

3. Approval of Meeting Agenda

Be it resolved that the Board of Governors approve the agenda of the November 23, 2022 public meeting as presented.

CARRIED

4. Approval of the Consent Agenda

MOTION: That the Board of Governors approve the consent agenda for the November 23, 2022, meeting and, through this consent the:

- a. Minutes of the September 28, 2022, Public Board of Governors Meeting**
- b. Minutes of the October 19, 2022 Finance and Audit Committee**
- c. Intellectual Property Policy and Procedure**
- d. Copyright Policy and Procedure**
- e. Commercialization Policy and Procedure**

f. Investment Policy #4-419**g. Appointment of External Auditors****h. Applied Planning – Environmental Ontario College Graduate Certificate Program – Program Cancellation****CARRIED****5. Business Arising**

None.

6. Quality Assurance Program Update

Sandra Dupret, Executive Vice President Academic & Student Experience and Nat Leach, Dean School of General Arts and Sciences, and Academic Quality provided a presentation reviewing the report and site visit processes, including the boards' role.

The College is required to submit a self-study report by February 21, 2023

For each CQAAP standard, we must

- Describe our current processes
- Give evidence that we are using those processes
- Critically evaluate those processes and suggest improvements where appropriate

MOTION: That the Board of Governors receive the report for information.

CARRIED**7. Finance and Audit Committee (FAC) Report**

Paul Downs, Chair of Finance and Audit Committee spoke to the report from the Committee, with highlights of discussion as follows:

7.1 Financial Position Reports - September 30, 2022

- Analysis of the first quarter financial data is forecasting a year-end deficit of \$1.016M
- Management has responded to lower-than-expected tuition revenue by updating planned expenditures.
- Higher than expected net proceeds from the Fleming College Toronto (FCT) Private Career College have been seen, as well as incremental income through treasury (i.e., short-term investments) – both of which help offset lower home-campus tuition.
- The revised reporting package reflects (a) payroll accruals, (b) deferral adjustments for funded projects, and (c) accounts receivables. Over time, further improvements related to accrual-based accounting will be included in the financial information.
- The results on a year-over-year analysis show significant improvement (net income of \$15.6M as compared to \$12.7M in the comparative period) largely driven by the new private career college. YTD operations were lower than originally budgeted as noted in the Budget Update Briefing Note. Management has been able to reduce spending to respond to these lower revenues and will continue to work toward a balanced budget.

MOTION: That the Board of Governors receive the Financial Reports for the (6) Months ending September 2022 for information.

CARRIED**7.2 Interim Budget and Year-End Budget Projections**

- A new budget approach has worked well; dovetailing into the need to pivot and respond to the unexpected negative enrollment results and has also allowed stakeholders to respond in a focused manner, which has contributed to efficiencies in turn-around time.

- Budget adjustments have been based on revised enrolment forecasting, staffing changes and detailed divisional reviews. The interim forecast budget will be submitted to the Ministry of Colleges and Universities (MCU) as required in January 2023.

MOTION: That the Board of Governors approve the Final Budget Update as follows:

Revenue of \$161,562,908

Expenditures of \$162,579,744

Excess of Expenditure over Revenue of \$1,016,836 and

Capital Expenditure of \$11,668,830

CARRIED

7.3 Asset Retirement Obligation Policy #4-431 (New)

As required under the Public Sector Accounting Board, management has been working through the implementation phases and are on track to have Fleming's financial statements meet the new Asset Retirement Obligations standard. The standard is required for all fiscal years beginning on or after April 1, 2022.

The first phase of implementation is now complete with development of an ARO policy and have identification of all assets that have an ARO component. The only material item identified is the eventual removal of asbestos from buildings.

The second phase of implementation involves determining the liability and financial statement impacts. Management has calculated an estimated liability of \$1.1 million, based on asbestos analysis completed by Pinchin Ltd., as well as remediation estimates based on a quote from D&F Insulation. There are approximately 300,000 square feet of asbestos remaining in our college buildings.

Initial estimates will be submitted to the Ministry, at their request, on November 4, 2022 Management has met with KPMG to confirm expected assumptions and methodology. KPMG will be reviewing this work as part of the interim audit in late November and management is on track to have everything finalized by year end.

MOTION: That the Board of Governors approve the Asset Retirement Obligations Policy #4-431.

CARRIED

8. Program Modifications

Sandra Dupret, Executive Vice President Academic & Student Experience and Molly Westland, Dean School of Health and Community Services, presented proposed program modifications and new program development proposals.

8.1 Customs and Border Services/Administration – New Program Development Proposal

The Customs and Border Security program has been a vital part of the Fleming program mix for two decades. In 2010, this program was to take on the new name *Protection, Security and Investigations-Customs and Border*. Unfortunately, this did not happen at that time, which was discovered during preparation of this year's Ontario College Quality Assurance Service (OCQAS) audit. The program, as it was being delivered did not meet the provincial program standard, and enrollment was slowing.

The two year, four-semester Customs/Border Services Administration Ontario College Diploma was re-developed and will be offered by the School of Health and Community Services at Sutherland Campus in a hybrid format. The program provides students with the opportunity to learn the role and legislative jurisdiction of Customs, Immigration and other Government Departments (border-related functions), including enforcement techniques and procedures.

MOTION: That the Board of Governors approve the new program development proposal including the title change, vocational learning outcome change and setting change for the Customs and Border program for implementation September 2023.

CARRIED

8.2 Hairstyling - New Program Development Proposal

This four-semester program will provide graduates with the latest skills in hairstyling techniques and a strong understanding of health and safety requirements, entrepreneurship and business skills. By combining hands-on training and theory, the program will prepare graduates for careers as licensed professional hairstylists learning techniques such as: cutting, styling, chemically relaxation, colouring and hair extensions. Techniques will be practiced in a high-quality, multidisciplinary environment (massage, hair and esthetics) in a newly designed onsite salon, part of The Spa+Clinic at Fleming.

There is only one other hair school in the area.

Program development will consider the creation of entrepreneurial activities for students and graduates.

MOTION: That the Board of Governors the concept proposal for the development of a Hairstyling Program for implementation September 2023.

CARRIED

8.3 Esthetician (EST) - Ontario College Diploma - Title and Instructional Settings Modifications

The *Esthetician* (EST) program is a compressed three semester Ontario College Diploma program offered in the School of Health and Community Services at Sutherland Campus.

Despite the competitive advances in the program, enrollment and retention is declining. During the 2021-2022 program review it was recommended that title and vocation learning changes be made to include entrepreneurial courses to bolster enrolment and attract students who were seeking a program that would provide skills training required to start independent businesses.

The addition of *Spa Management* to the title matches the industry trend, particularly post COVID. The entrepreneurship skills provided will ensure graduates are able to start and run their own small esthetic businesses. Social media as a marketing tool will be emphasized.

Program development will consider the creation of entrepreneurial activities for students and graduates.

MOTION: That the Board of Governors approve the title change of “*Esthetician*” to “*Esthetician – Spa Management,*” and the changes to instructional setting, for implementation September 2023.

CARRIED

8.4 Electrical Power Generation Technician (EPG) - Ontario College Diploma - Title Modification

Electrical Power Generation Technician (EPG) program is a 4 semester Ontario College Diploma program offered at the School of Trades and Technology at Frost Campus. Management seeks approval to modify the title “*Electrical Power Generation Technician*” to “*Generator Service Technician*” effective September 2023.

Fleming College is the only college offering a program specialized in electrical generator servicing in the Eastern Region. The Title Modification will better align with industry and labour market demand and increase the competitiveness of our program, leading to increased enrolment.

The current title has resulted in several misunderstandings and has created several issues for students. The current title of *Electrical Power Generation* has incorrectly led many students to believe the program is a pathway to working for Ontario Power Generation (OPG).

Generator Service Technician will better describe the link with mechanical engines and engine management systems encountered with on-site generators. Students holding a motive power certificate or license will have direct entry into semester 4. The new title better reflects the content of the program and the industry in which graduates are to be employed.

MOTION: That the Board of Governors approve the *Electrical Power Generation Technician* Title Modification for implementation Fall semester, 2023.

CARRIED

9.0 Board Chair's Report – Verbal

D. Gillespie provided a verbal update on behalf of F. Clifford, with highlights as follows:

- F. Clifford attended campus Remembrance Day ceremonies.
- D. Gillespie is pleased to be attending the Premiers Award Gala at the Upcoming Higher Education Summit, where Fleming College has a number of strong nominated candidates being recognized.

Be it resolved that the Board of Governors accept the Board Chair's Verbal Report for information.

CARRIED

15.0. President's Report

President Adamson spoke to the written report included in the materials, with highlights as follows:

- College of Presidents, with Colleges Ontario, is working on a multi-year plan to lobby for enhanced funding for applied research at colleges.
- System collaboration to develop an advocacy strategy about the colleges' long-term fiscal challenges continues.
- The newly elected mayor of Peterborough has asked the President of Fleming to host and facilitate a two-day workshop with the mayor and his new councilors. This will be held on Jan 6 and 7, 2023.
- 2022 saw the return of all in-person domestic student recruitment events. The recruitment team successfully organized and participated in three key fall recruitment events over a 2-week period. A total of 2,760 new leads were collected, which will now be nurtured through a direct marketing email campaign.
- Management is exploring a private university partnership opportunity.
- Effective January 31, 2023, Continuing Education (CE) will be decentralized within the academic schools.
- Fleming College is now a member of the Canadian Arab Business Council.

Be it resolved that the Board of Governors receive the President's Report for information.

CARRIED.

16.0 Other Business

No other business.

17.0. Close

The meeting was declared closed at 11:30p.m.

DocuSigned by:

Signed as approved:
Don Gillespie

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Don Gillespie
Vice-Chair
Board of Governors
Fleming College