



Board of Governors



PUBLIC MEETING MINUTES

Meeting Date: January 25, 2023

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

Attendance:

External Governors:

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

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>	Brett Goodwin <i>Vice President, Applied Research and Innovation</i>
Liz Stone <i>Indigenous Knowledge Leader</i>	Annie Lam <i>Vice President Corporate Finance</i>	Krista Secord <i>Interim Vice President, Organizational Effectiveness and Human Resources</i>
Murray Rodd <i>Interim Director, Physical Resources Department</i>	Matt Markovic <i>Manager, College Services</i>	Alan Lambert <i>Organizational Effectiveness and Human Resources</i>
Paul Marchant <i>Director Information Technology Interim Chief Technology Officer</i>	Trish Matthews <i>Manager, Corporate Affairs & Governance President's Office</i>	Julie Ferrari <i>Manager, Corporate Operations, President's Office</i>

1. 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. Declaration of Conflict of Interest

None.

3. Approval of Meeting Agenda

MOTION: Be it resolved that the Board of Governors approve the agenda of the January 25, 2023 public meeting as presented.

CARRIED

4. Approval of the Consent Agenda

MOTION: Be it resolved that the Board of Governors approve the consent agenda for the January 25, 2023, meeting and, through this consent the:

- 4.1 Minutes of the November 23, 2022, Public Board of Governors Meeting
- 4.2 FAC Report on Contract(s) Awarded
- 4.3 FAC Enterprise Risk Management Report
- 4.4 Indigenous Community Council

CARRIED

5. Education: Research In The Collage Landscape

President Adamson introduced Brett Goodwin, VP Applied Research & Innovation and guest Dr. Ryan Wiley, President of Shift Health to speak to research at Fleming and in the college system.

Applied research is the development of innovative solutions to real-world challenges. It tackles practical problems by applying the latest technology and knowledge to create new products, services, and processes, or improve current products and practices.

There is no shortage of innovative ideas in Canada, but turning ideas into reality can be tough, especially for small and medium-size enterprises. It requires ready access to specialized equipment and expertise.

Colleges and institutes across Canada have become research partners of choice by helping thousands of businesses, entrepreneurs, and social enterprises find state-of-the-art solutions to their challenges. In fact, over 90% of colleges and institutes have applied research offices ready to support their communities and local businesses with innovative solutions.

Fleming College's Office of Applied Research and Innovation is a gateway to college applied research and development expertise for businesses in our area, and across the province. The department offers guidance and support to Fleming faculty who are interested in doing research, as well as provides applied research and business development services to business, industry, and community organizations in fields related to our academic programs.

Fleming supports local business, industry and institutions in their efforts to innovate, and improve their products and processes through applied research activities, enhances student education and research skills through applied research opportunities, and utilizes faculty expertise and promotes the professional development of college faculty and employees through research opportunities.

Governors delved into discussion, with highlights as follows:

- Tools that do/could make it easy for businesses to engage in research at Fleming include Marketing and active Business Development, (digital) storefront, easy access to staff.
- L. Stone spoke to indigenous partnerships and living labs in partnerships with local reserves.
- Unlike University research, Collages have yet to harness the power of Intellectual Property.
- There are tremendous benefits for our communities, and applied reach is a large part of the mandate of colleges.

6. Environmental, Social and Governance (ESG): “Deep Integration and Fleming College. A Financial Imperative.”

President Adamson introduced Brett Goodwin, VP Applied Research & Innovation and guest Chris Asimakis, Managing Director, Vassara Corporation.

Following a December 14, 2021, EY Environment, Social, Governance (ESG) presentation, the Board of Governors directed management to consider the feasibility of ESG initiatives at Fleming College. In the ensuing months, Fleming management has conducted a preliminary investigation of ESG strategic options for the College and prepared a draft strategy.

The Board of Governors directed management to complete a comprehensive report that included specific targets, timelines, budget, financial pro forma, operating and implementation strategy.

Vassara's **ESG Deep Integration Report** identifies the main ESG issues and how they impact operating efficiency, profitability, risk and reputation. The report also ensured that the proposed ESG initiatives aligned with Fleming College's existing values.

Examples include:

- reducing greenhouse gas emissions through Renewable Energy and energy efficient technologies.
- bringing social justice to the forefront through investment in the promotion of Equity, Diversity, and Inclusion initiatives.
- ensuring transparency and oversight through an integrated ESG governance framework.

Strategy and implementation of ESG initiatives will create value for Fleming College by:

- increasing revenue through greater enrolment of international and domestic students.
- reducing operating costs through energy savings.
- increasing employee comfort, retention, and health and safety.
- reducing carbon emission, reputation, and transition risk.

The **ESG Deep Integration Report's** overriding strategy is to differentiate Fleming from other academic institutions by positioning them as a leader on ESG – this includes by imbedding ESG values in all processes and decisions.

- ESG has been occurring as hoc, without top-down strategic direction.
- How to position Academic and Values to move to deep integration for all staff and students, making ESG initiatives part of everyone's goals and objectives and performance evaluation.
- "S" in "Social" really standing for "Social Justice."
- Cancel culture basis in values disconnect.
- Savings realized in environmental initiatives would be used to recruit more students.

Governors delved into discussion, with highlights as follows:

- Must realize and plan for the cultural impact of change.
- The role of governors as drivers, questioning, driving ethics behind directions. Ensuring the President is managing ESG implementation efficiently and effectively (operations).
- ESG Strategy and Accountability will be embedded in organizational structure, which will be presented to the Board of Governors with associated costing.
- ESG Strategy being embedded in the Foundation Strategy revitalization

7. Finance and Audit Committee (FAC) Report

K. Jensen, spoke to the report from the Committee, with highlights of discussion as follows:

Aramark Update

The College has negotiated changes to the current Food Services Contract with Aramark, resulting in a continuation of the service. Management provided an overview of contract modifications, including modified operational model, updated hours of operation including the closure of some food service locations. A robust vending solution will be implemented to fill significant service gaps.

7.0 Financial Position Reports - November 30, 2022

A briefing note and financial reports are included in the materials for the members.

- Fleming has responded to lower-than-expected tuition revenue by updating planned expenditures. Also, we have seen higher than expected net proceeds from the Private Career College (PCC), as well as incremental income through treasury operations (i.e., short-term investments).
- Lam spoke to the committee regarding grant, tuition and other revenues.
- Key variances on the balance sheet (>\$1M), including cash, investments, accounts payable and payroll were discussed, along with deferred revenue.
- Fleming College Toronto operations, have been very successful in bringing a significant cashflow related to students who will matriculate in future semesters.
- Deferred revenue is almost entirely related to international students who have paid tuition (either

fully or in part) but are not yet active students. Management expects that some of this will be released into revenue commencing in January 2023 – the extent to which will be dependent on student VISAs being processed and other factors involved in students becoming active. Finance and the Registrar's Office are collaborating on a project to review the existing deferral policy related to the financial implications.

MOTION: Be it resolved that the Board of Governors receive the financial position reports for the (8) months as of November 30, 2022 for information.

CARRIED

7.1 2023-24 Preliminary Budget Update

A briefing note is included in the materials for the governors.

- The 2023-2024 Preliminary Budget is currently underway, following the timeline and path approved by the Board of Governors. This new timeline will see a budget brought forward for approval prior to the start of the 2023-24 fiscal year.
- The enrollment plan has been drafted and is being used to prepare the initial draft budget.
- For Academic areas the budget process will largely be unchanged, budgets will be built around anticipated enrollment. For Non-academic areas, budgets will be based on the most recent 'budget update' with adjustments made for inflation

MOTION: Be it resolved that the Board of Governors receive the 2023-2024 Preliminary Budget status update for information.

CARRIED

7.2 Fleming College Foundation

The Foundation as a separate entity has been dormant for several years.

Foundation endowments are currently held in College accounts and all Advancement and Alumni activities are treated as a department cost centre, without recognition of expenses that are covered by the college to raise funds for the Foundation.

In line with the 2022/2023 Board of Governors annual goals, management has been working towards operational separation of Fleming College Foundation from Fleming College, to modernize, revitalize, and optimize philanthropic opportunities, while mitigating risk exposures to the College.

The revitalization initiative will re-establish the Foundation operationally and include a modernized governance model and policies. Management has developed, and is implementing, a comprehensive revitalization project plan.

MOTION: Be it resolved that the Board of Governors approve the transfer of Fleming College Foundation capital assets, liabilities and employee salaries from Fleming College accounts, to Fleming College Foundation accounts; and That the College report back on a transition plan.

CARRIED

7.3 International Tuition fees

A briefing note is included in the materials for the governors. Ministry governance policies require the Board of Governors approve college tuition fees.

International fees are not controlled under Ministry policy; however, they are sensitive to competition. The College's strategy in recent years was to hold International tuition fees to a 0% increase in an attempt to offset some of the enrolment loss as a result of the COVID pandemic. This strategy was employed by most other colleges within the market, it is expected that most Colleges will be increasing International tuition fees for the 2023/2024 academic year by 2% or higher.

Management proposes an increase of 2%, which would allow Fleming to remain competitive and increase overall revenue by approximately \$600,000.00.

MOTION: Be it resolved that the Board of Governors approve an increase in International student tuition fees of 2% for implementation September 1, 2023.

CARRIED

8. 2023-2024 Ancillary Fees

S. Dupret, Executive Vice President Academics and Student Experience spoke to the 2023/24 Ancillary Fees.

Ancillary fees align with the Minister's Binding Policy Directive on Tuition and Ancillary Fees and has been developed through consultation with our Student Governments. The College Finance department has recommended most of these fees should be kept to levels equivalent to cost-of-living increases, using the Consumer Price Index as published by Statistics Canada as a guide to inflation, determined as ~6%, which aligns with other colleges.

The fees have been adjusted accordingly except for the Student Achievement and Records fee, which has historically been undervalued and which has been substantially increased to align with the average fee charged by other colleges. The College surveyed the fees charged by 20 Ontario colleges, which averaged \$22.90 per term, and as a result adjusted our current fee from \$12.26 to \$22.00 per term.

MOTION: Be it resolved that the Board of Governors approve the 2023-2024 Student Ancillary Fees for implementation September 2023 as presented.

CARRIED

9. Program Modifications

S. Dupret, Executive Vice President Academic & Student Experience and T. Cleric, Dean School of SENRS, presented proposed program modifications and new program development proposals.

9.1 GIC Redesign Proposal: Spatial Data Analytics

Spatial Data Analytics and Geographic Information Systems (GIS) share foundational knowledge. Thus, SENRS proposes to redesign the two existing GIS programs (GIS Applications Specialist and GIS Cartographic Specialist) to align with a new Spatial Data Analytics program. Part of the redesign will include a shared common first semester.

After the first semester, the GIS program and the Spatial Data Analytics program will branch off into their specialized fields in semester two. Similar to the existing GIS programs, the new Spatial Data Analytics program will also include an applied project in semesters 2 or 3 to leverage the extensive GIS network of existing industry and community partnerships.

The vision is to deliver the Spatial Data Analytics program and the redesigned GIS program in a hybrid format to increase the target market and cater to those who are currently in the work force. This approach will also increase the attractiveness for students who benefit from flexible delivery and will distinguish Fleming from other colleges. This will also lead to opportunities to deliver courses as micro-credentials.

MOTION: Be it resolved that the Board of Governors approve the proposal to develop and launch a new Spatial Data Analytics Ontario College Graduate Certificate program, for implementation Fall semester 2024, and redesign the existing Geographic Information Systems Ontario College Graduate Certificate program.

CARRIED

9.2 New Program Option Proposal: Forestry Technician

SENRS is proposing replacing the existing Forestry Technician Diploma program with two new program options based on needs of employers and students in the labour market and feedback from the Program Advisory Committee: a revised Ontario College Diploma program with a mandatory coop and, a new Ontario College Certificate program.

The redesigned diploma program will include a mandatory co-op rather than an optional co-op and a more robust curriculum that exceeds the Provincial Forestry Technician Diploma Program Standard thereby creating graduates that will be more successful in laddering into a degree program to further their education or gaining their Registered Professional Forester (RPF) designation to increase their employability.

The two programs are expected to have high contributions to overhead in years 4 and 5 after launch (60% and 62% for the Forestry Techniques program, and 56% and 58% for the Forestry Technician – Adaptive Practices program).

MOTION: Be it resolved that the Board of Governors approve the proposal to develop and launch the new *Forestry Technician – Adaptive Practices (Co-op)* Ontario College Diploma program and the Forestry Techniques Ontario College Certificate program.

CARRIED

9.3 New Program Proposal: Project Management – Environmental

The School of Environmental and Natural Resource Sciences (SENRS) is proposing the development of a two-year Ontario College Graduate Certificate Program in *Project Management - Environmental*. This proposed program will be launched as an unfunded program to allow for fast implementation to accommodate the demand of international students and increase our revenue stream. Proposed implementation is Fall 2023.

It is expected that this program will be highly attractive for the international student market. The uniqueness of this program is its environmental focus which distinguishes it from other project management programs, including Fleming's Project Management program offered by the School of Business and Information Technology at the Sutherland campus. The focus, length of study and location of the two programs will adequately differentiate them so that they will not compete for the same students. The program will pursue the Indigenous Perspective Designation.

Management will seek domestic implementation approval for Fall 0224 from the Ministry of Colleges and Universities.

MOTION: Be it resolved that the Board of Governors approve the proposal to develop and launch a new *Project Management- Environmental* Ontario College Graduate Certificate program for implementation Fall semester, 2023.

CARRIED

9.4 New Program Proposal: General Arts and Science (GAS) Environmental and Natural Resource Studies

The General Arts and Science – One-year (Environmental and Natural Resource Studies) (GSN) Certificate program is currently being delivered at the School of Environmental and Natural Resource Sciences. Preparations for the Quality Audit review revealed that this program is sharing the same APS code as the General Arts and Science – One-year (University Transfer) (GSU) Certificate program.

These two programs were initially created as two options, which does not align with Ministry guidelines. Each program requires their own unique APS number. The program needs to be resubmitted for approval and be presented as a new program to receive a unique APS number and separate it from the GSU program.

This is internally not a new program proposal, rather a housekeeping item as the program already exists.

MOTION: Be it resolved that the Board of Governors approve the proposal to develop and launch the *General Arts and Science – Environmental and Natural Resource Studies Ontario College Certificate*.

CARRIED

Fleming's ability to modernize the keep pace with the needs of students and employers is paramount to our students and our community's success.

10.0 Policies

10.1 Sexual Violence Prevention (SVP) Policy

S. Dupret, Executive Vice President Academic & Student Experience spoke to the policy revisions outlined in the briefing note provided.

In accordance with legislation, the Board of Governors is required to review the SVP Policy every three years or when changes to the legislative act are implemented.

There was broad consultation during the policy review process. Management has been notified to expect further feedback from some union representatives that we are advised will be administrative in nature and non-substantive to policy intent.

MOTION: Be it resolved that the Board of Directors approve the Sexual Violence Prevention policy - with an allowance for minor non-substantive changes to be implemented; and that should feedback received be substantive, and change the nature or intent of the policy, the policy will be brought back to the board of governors for review.

CARRIED

11.0 Board Chair's Report – Verbal

F. Clifford provided a verbal update. D. Gillespie reported that the MCU has not provided any update with regards to the timing for filling Flemings LGIC appointment vacancy as recommended by the Board of governors.

12.0. President's Report

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

- In late December, the President met with Deputy Ministers Greg Meredith and Denise Cole to discuss our SSM experience, including an update on lessons learned, experience, Approach to working with the municipalities and communities, and success and challenges.
- Fleming College was pleased to host Mayor Leal (Peterborough), Mayor's Roundtable event with Council January 6 and 7, 2022. President Adamson was the event facilitator and presented best practice governance, methods to develop a strategic plan for the city, and rich data to inform a strategic plan as it relates to people, housing, transit, and the economy. The discussion was robust and feedback was positive.
- President Adamson and members of Senior Management Team with Haliburton Mayor Murray Fearrey in a roundtable discussion regarding upcoming opportunities and collaborations.
- Planning for a Fleming College led regional summit is underway. The date for the summit is April 20,2023. Board members are encouraged to attend, if possible.

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

CARRIED.

13.0. Close

The meeting was declared closed at 10:30a.m.

Signed as approved:

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Fred Clifford

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Fred Clifford

Chair

Board of Governors
Fleming College