

Fleming College

# Annual Report

2014

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*APPROVED: by the Board of Governors, May 28, 2014 #4*

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## Introduction

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

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

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

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

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

June, 2014

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

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

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

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

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

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

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



A handwritten signature in dark ink, appearing to read 'Peter McLean', with a long, sweeping underline.

Peter McLean  
Chair, Board of Governors

June, 2014

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

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



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

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

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

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

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

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

G.A. Tilly, Ph.D.  
President

## Vision, Mission & Core Promise From Strategic Plan

### **Vision**

Students succeeding through personalized learning. Innovation and achievement powered by people.

### **Mission**

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, service and applied research.

### **Core Promise to Students**

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name. Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities. You will experience first-hand our commitment to innovation in programs and practices and to building sustainable, healthy futures for our people, communities and environment. For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

### **Strategic Mandate Agreement**

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

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

## **1.0 Achieving Excellence in Student Learning**

### **Strategy 1.1**

Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

#### **Objective:**

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

#### ***Met Target***

### **Strategy 1.2**

Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

#### **Objective:**

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

#### ***Met Target***

### **Strategy 1.4**

Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's values and Core Promise to Students.

#### **Objective:**

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

#### ***Met Target***

### **Strategy 1.5**

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

#### **Objective:**

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

#### ***Met Target***

## **2.0 Providing Superior Services & Facilities**

### **Strategy 2.1**

Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

#### **Objectives:**

Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 3% over the previous year in student satisfaction, for services not already in the 1st quartile.

#### ***Partially Met Target***

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

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

#### ***Met Target***



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

**Met Target**

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

**Partially Met Target**

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

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

**Met Target**

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

**Met Target**

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

**Partially Met Target**

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

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

***Met Target***

### **Strategy 2.2**

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

#### **Objective:**

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

***Exceeded Target***

### **Strategy 2.3**

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

#### **Objectives:**

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

***Met Target***

Ensure the Kawartha Trades and Technology Centre (KTTC) is constructed within budget, and is on track for substantial completion by spring 2014 and open for full operation in September 2014. Success will be measured by this project being successfully completed to its design specifications, on time and on budget.

***Met Target***

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

***Met Target***

**Strategy 2.4**

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

**Objective:**

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

Exceeded Target

**3.0 Leading in Sustainability**

**Strategy 3.2**

Reduce waste and the college's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.

**Objective:**

Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implementation of a Data Retention and Archiving Policy and beginning the transition to a corporate staff portal (Sharepoint) and electronic document management will be the measures of success.

***Partially Met Target***

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

**Strategy 3.3**

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

**Objective:**

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

***Met Target***

**Strategy 3.4**

Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.

**Objectives:**

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

***Partially Met Target***

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

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

***Met Target***

### **Strategy 3.5**

Design and implement community-based applied learning opportunities to contribute to sustainable communities.

#### **Objective:**

Expand the scope and scale of our current sustainability-related community-based applied learning opportunities. Success will be measured by the development of an expansion plan for implementation in 2014/15.

***Met Target***

## **4.0 Growing with Positive Results**

### **Strategy 4.1**

Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

#### **Objectives:**

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

***Exceeded Target***

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

***Met Target***

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

***Exceeded Target***

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

***Met Target***

#### **Strategy 4.2**

With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

#### **Objective:**

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

***Met Target***

#### **Strategy 4.4**

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

#### **Objective:**

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

***Deferred***

### **5.0 Building Community Success**

#### **Strategy 5.1**

Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

**Objective:**

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

***Exceeded Target*****Strategy 5.5**

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

**Objective:**

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

***Partially Met Target***

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

**6.0 Developing the Fleming Working Environment****Strategy 6.1**

Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

**Objective:**

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

***Met Target***

## **Strategies 6.2**

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

### **Objective:**

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

### ***Met Target***

## **Strategy 6.4**

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

### **Objective:**

Continue to enhance inclusiveness and accessibility implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. Success will be measured by completion of the Accessibility for Ontarians with Disabilities Act plan and the business plan objectives that relate to international and aboriginal students.

### ***Met Target***

## **Strategy 6.5**

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

### **Objectives:**

Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

### ***Exceeded Target***



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

***Exceeded Target***

## Analysis of Operational Performance for 2014

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

### Growth

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

### Student Experience

- The launch of the Co-Curricular Record (CCR) puts Fleming as a leader in this area with only a small number of other post-secondary institutions. Students have embraced the idea and are keen on looking at how they can use the CCR in their job searches. Other institutions are calling Fleming to learn more about how to implement this strategy.
- The new soccer fields add to the reasons a student would want to attend Fleming College. The fields are the highest quality possible and are the envy of other post-secondary athletic departments. They will be used to promote school spirit, demonstrate community partnership and to attract students to Fleming.
- Fleming was 12% ahead of the system in the new Internet Connectivity KPI and achieved the industry standard for IT systems and infrastructure availability.
- Implemented new Enterprise staff email system and migrated enterprise student email to the cloud offering.
- Achieved major efficiencies in deployment of campus based academic software image and implemented the GIS PIF academic delivery infrastructure for the Frost Campus.

- The 2013-2018 Sustainability Plan was approved by the Board of Governors and in August, 2013 we opened and staffed the Office of Sustainability, launched website and communication/promotion with new visual identity. Developed and published Year 1 Action Plan with 52 Items (24 complete, 22 in progress). Launched the Academic Task Force which guided the development of a faculty resource video, faculty resource library and faculty workshops for the “sustainability across the curriculum” focus of 2014 common block development.
- The School of Justice and Business Studies attained the new Skills for Justice Simulation Centre; designed our next generation of Aboriginal and Mental Health (first in Ontario) curricula plan for 2015; and secured Fleming College’s standing with the Ontario Association of Chiefs of Police and the Canadian Police Sector Council in Ottawa.
- The School of Community Development and Health launched three new programs in the Fall of 2013: Developmental Service Worker, Human Service Foundations and Therapeutic Recreation. Achieved highest possible approval rating from the College of Nurses of Ontario for our PN program. The Canadian Association of Schools of Nursing awarded us a 7 year accreditation for Fleming as the educational unit and also a 7 year accreditation for the Trent/Fleming Collaborative BScN program.
- Notable KPI result changes for the Office of the Registrar (financial aid related question increased by 6% and results of a new question related to the Office of the Registrar placing Fleming 8th in the system).

## Working Environment

- The Finance and Administration Division improved the financial sustainability of the College by completing the fiscal year 2013/14 with a budget surplus. This was accomplished through proactive financial management and improving the College budget and planning processes, both of which assisted the College in managing a significant unbudgeted environmental contamination issue at the McRae Campus which had to be accounted for out of operating funds.
- The Finance and Administration Division completed multiple unanticipated resource-intensive projects due to receipt of unanticipated Ministry funding announced mid-year – most notably: the design and procurement of a new building automation solution (for future energy savings/financial sustainability gains); leading a significant cross-college Business Systems Review project with an independent 3rd party service provider; assisting in the development of an Integrated Program Planning process to guide College strategic planning and Lean process improvement implementation; and partnering in the development of a hybrid, remote delivery solution for academic programming to collaborate with other Colleges on program delivery.

- Successfully implemented the third year of a four-year professional development program to enhance the capabilities of faculty and staff. This included partnerships with both Unions that have led to a very successful Common Block Development initiative and the launch of a Support Staff certificate to assist in the acquisition of new capabilities. In addition the College successfully implemented the lynda.com learning library for all employees and students.
- Began to implement some specific improvements related to the Employee Engagement Survey that includes the development of a contract faculty initiative and launch of some specific solutions and the design of a strong communication plan and implementation of the Fleming Zone.
- Undertook four Lean projects with continued success, completed training for staff, and developed a partnership with Algonquin and the City of Peterborough. Established the infrastructure for this work that includes a steering committee, communication plan and annual report on Lean. In addition, informal 'Leans' were completed such as system changes and business improvements in the Registrar's Office and a redesign of Financial Aid Services. Lean thinking has been introduced into the Academic Area to enhance integrated learning outcomes and a 'Lean Academy' is being launched in September to offer awareness and Green Belt training.
- Major mandatory system initiatives implemented – CAAT Pension.

## Applied Research

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

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

## Appendixes

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

## Appendix B

### **Audited Financial Statements**

A copy of the College's audited financial statements is available on the website at:

<http://flemingcollege.ca/PDF/Fleming-College-Financial-Report-2014.pdf>

# Appendix C

KPI	FLEMING						SYSTEM						% Diff Fleming vs. System	
	2014 %	2013 %	2012 %	2011 %	% Diff 2013 to 2014	% Diff 2012 to 2013	2014 %	2013 %	2012 %	2011 %	% Diff 2013 to 2014	% Diff 2012 to 2013		% Diff 2011 to 2012
Student Satisfaction	77.2%	76.9%	77.1%	74.6%	0.3%	-0.2%	76.3%	77.1%	76.8%	76.1%	-0.8%	0.3%	0.7%	1.1%
Graduate Satisfaction	79.1%	79.9%	79.4%	77.9%	-0.8%	0.5%	80.1%	80.0%	78.9%	79.1%	0.1%	1.1%	-0.2%	-0.9%
Employer Satisfaction	92.6%	93.8%	92.8%	94.7%	-1.2%	1.0%	92.2%	93.4%	92.8%	93.2%	-1.2%	0.6%	-0.4%	0.0%
Employment Rate	82.8%	84.3%	82.0%	82.4%	-1.5%	2.3%	83.4%	83.6%	83.0%	83.0%	-0.2%	0.6%	0.0%	-1.3%
Graduation Rate	65.4%	65.7%	66.5%	66.7%	-0.3%	-0.8%	65.4%	64.8%	65.0%	64.2%	0.6%	-0.2%	0.8%	-0.9%
% Diff Fleming vs. System shows Fleming's change in KPI score from 2013 to 2014 in relation to the system change over the same time.														
<b>Student Satisfaction</b>														
Students were included in KPI if they answered all 4 CAPSTONE questions and the semester question (Q2). Those in first semester were excluded.														
Values represent the percentage of students who were Very Satisfied or Satisfied.														
<b>Graduate Satisfaction</b>														
Values represent the percentage of students who were Very Satisfied or Satisfied with the question:														
"How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?"														
<b>Employer Satisfaction</b>														
Employers were contacted only if the graduate gave Forum Research permission.														
Values represent the percentage of employers who were Very Satisfied or Satisfied with the question:														
"How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?"														
<b>Overall Employment Rate</b>														
Reflects the number of graduates employed during the MTCU reference week. Overall employment rate is based on graduates who were classified as eligible for work according to the MTCU criteria.														
<b>Graduation Rate</b>														
Reflects the percentage of graduates who complete their program requirements within a time frame that equals 200% of the normal program duration.														

## Appendix F

### 2013-2014 Board of Governors of Sir Sandford Fleming College

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



## Appendix G

### President's Advisory Council 2013-2014 Annual Report

#### SOURCE

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

- Purpose of this report/request
- History
- Other relevant information

Colleges are required to comply with Binding Policy Directives issued by the Ministry of Training, Colleges and Universities. The Directive stipulates that the board of governors is to ensure that an advisory college council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff.

At Fleming, advisory college council is known as the President's Advisory Council.

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#### Action Required

- for Information
- for Discussion

The Binding Policy Directive also states that a report from this advisory shall be included in each college's annual report.

Fleming College is fortunate to have an active college council made up of a cross-section of students representing all campuses, and staff from all employee groups: support, academic, and administration. Supporting the College's mission and values, the President's Advisory Council promotes communication and collaboration and contributes positively to planning processes and information-sharing on matters of importance to students and staff. It serves as an effective means for the President to get valuable insight into student and employee opinions, concerns and recommendations.

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**Background**

- Purpose of this report/request
- History
- Other relevant information

Colleges are required to comply with Binding Policy Directives issued by the Ministry of Training, Colleges and Universities. The Directive stipulates that the board of governors is to ensure that an advisory college council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff.

At Fleming, advisory college council is known as the President's Advisory Council.

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**Considerations, Impacts and Options**

The President's Advisory Council met eight times in 2013-2014 (as per published schedule) and covered a significant number of topics. Members provided feedback, consulted, participated in education/information sessions and reported back to their respective constituencies on the following topics:

- College ID Security Project – consulted on the development of a campus one card initiative.
- Hosted an open forum inviting the College community to attend The Great Literacy Debate – There's an App for That. PAC chose this topic as there is growing concern that Canadians' literacy skills are not meeting expectations. Is technology making us more literate or less? The Proponent (less technology) faced off against the Opponent (more technology) with both sides presenting a lively debate. Standing room only, students heard arguments for and against and were asked to choose a winning side. It was close, but the Proponent held the edge.
- Frost Campus was profiled, highlighting the work being done to position the school as a Centre of Excellence with a water specialization. Working collaboratively with municipal, provincial and federal

governments and community partners, as well as sustaining existing partnerships is the key to success.

- Strategic Mandate Agreement – in late November 2013, the Ministry of Training, Colleges and Universities directed all institutions to submit an updated Strategic Management Agreement (SMA). PAC suggested holding open forums to gather input from staff before the March 31 deadline.
- The Counselling Department was profiled with guest presenters providing updates on how the College is helping students manage mental wellness. A number of campus-wide initiatives were discussed including highlights from the provincial government investments in mental health services for students in postsecondary.
- Hosted the Frost Forum – similar to the Sutherland format with the topic “Mobile Technology in the Classroom: Distraction Devices or Engagement Enablers”. Students and employees filled the room to participate in the Great Debate and hear their professors argue for and against. Each debated their case extremely well, and with rousing sounds of applause, the Proponent view held the edge.
- Food Services at Fleming was profiled with guest presenters providing an update on initiatives, feedback mechanisms, and upcoming changes and adjustments to deliver high quality services to students and employees.
- A summary report of the 2014 Key Performance Indicators (KPI) Survey was presented. Discussion focused on major changes that were made to the content of the survey that impacted the results, both locally and provincially. Reference material included the full report available online through Colleges Ontario and an all-staff email message from President Tilly highlighting Fleming’s results.

- risk  
The capacity for communication between the president, students and staff would be greatly diminished if Council did not exist; in turn, the president would not have the opportunity to hear valuable insights into successes and challenges of the College.
  
- summary  
The President's Advisory Council continues to have a demonstrated impact on College operations. As a corporate body, it deals with issues that affect the entire College. It provides a link to help keep the College community informed about on-going projects and initiatives. Feedback, suggestions and recommendations are shared with the College's Executive Leaders Team for information and/or follow-up. Student engagement has increased over the years with the PAC a recognized activity for the Co-Curricular Record for students' portfolios. Employee representatives provided valuable input in a respectful and caring manner. Attendance at the PAC meetings has exceeded expectations.

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**Financial Implications**

Participation on the President's Advisory Council is on a voluntary basis and has a budget to cover inter-campus travel and hospitality expenses for its members.

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**Prepared by**

Secretary, President's Advisory Council