

Fleming College Annual Report 2010-2011

June 2011



Table of Contents

INTRODUCTION..... 2
 Message from Board Chair
 Message from President
 Vision, Mission from Strategic Plan

DETAILED COLLEGE ANNUAL REPORT..... 6

PROGRESS TOWARD OBJECTIVES:

1. ACHIEVING EXCELLENCE IN STUDENT LEARNING 6
 2. PROVIDING SUPERIOR SERVICES AND FACILITIES 7
 3. LEADING IN SUSTAINABILITY 10
 4. GROWING WITH POSITIVE RESULTS 11
 5. BUILDING COMMUNITY SUCCESS 12
 6. DEVELOPING THE FLEMING WORKING ENVIRONMENT..... 14

ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE.....16

ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE18

CONCLUSION 23

APPENDIXES 24

APPROVED: by the Board of Governors, June 22, 2011 #8

Introduction

Fleming College is pleased to present its Annual Report for 2010-2011. We have successfully achieved the majority of the objectives set at the beginning of the year by being innovative and focused on the directions set by our five-year strategic plan and our core promise to students.

Delivering learning to students in an innovative and personal manner, investing in employees and a strong working environment and ensuring growth remains a priority have been the focus of our efforts this year. Within a context of financial challenges and a competitive environment, our accomplishments also highlight progress on the Kawartha Skilled Trades Institute proposal, living our core promise more fully and growing in a financially responsible manner. Going forward, revenue growth, enrolment growth, a focus on international and redesign with innovation, including the introduction of the Lean continuous improvement philosophy will form the framework for addressing funding issues.

Overall, this year represented both challenge and opportunity and we are pleased with our progress and accomplishments.

June, 2011

On behalf of the Board of Governors of Sir Sandford Fleming College, I am pleased to submit the College's 2010-2011 Annual Report.

Fleming College has just completed the first year of our current five year plan. Our strategic plan is a "living document" – one that has the attention of the Board, College leaders, and our College community more generally. The plan focuses on six strategic priorities that are consistent with the College's vision and mission and also with the mandate articulated in the Ontario Colleges of Applied Arts and Technology Act, 2002.

Our Board believes in strategic planning and close tracking of progress toward achievement of the plan. Accordingly, the Board of Governors establishes its annual objectives and works with the College President on his objectives for the year. Our goal is to ensure that our work is well aligned and that it leads to annual, measurable progress.

I am pleased to confirm the Board's unanimous support for this 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.

Speaking of investment, the Board of Governors of Sir Sandford Fleming College wishes to express appreciation to the Province of Ontario for its commitment to postsecondary education. Specifically, this commitment emphasizes access, attainment and a more integrated approach to pathways, credit transfer and postsecondary educational design. We note the impact of this investment on our communities, and we look forward to working with the government on infrastructure investments including our proposed Kawartha Skilled Trades Institute.

In closing, I submit this Annual Report with pride in accomplishments over the past year and with anticipation of those to come.



Murray C. Rodd
Chair, Board of Governors



June 2011

Along with Board Chair Murray Rodd and the Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2010-2011 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 provides a statement of our College values, strengths and aspirations. In particular, we have focused on ensuring that the experience at Fleming involves personalized learning and support, with the belief that these focuses not only enhance learning but also produce graduates who bring very positive qualities to the workplace and to their community and country.

Partnering this, the College has worked hard on our priority to create excellence in the working environment. This work has generated measurable progress as reflected in a 2011 Employee Engagement Survey. At the same time, Fleming College has surpassed its growth targets for the past year. We have grown in our priority areas of skilled trades, environmental and natural resource specializations, and health and social services. In so doing, we are providing high quality opportunities for individuals as well as contributing to the skilled workforce that is needed for a healthy society and competitive economy.

We have accomplished these steps forward while implementing significant campus upgrades. Fleming College is grateful for the Strategic Capital Infrastructure Program (SCIP) funding that the Province of Ontario provided. That funding has allowed for significant upgrades to facilities that are nearing 40 years of age.

The College also has addressed some areas of challenge and difficulties. Specifically, we have placed priority focus on information technology as we experienced some challenges early in the past year. This focus has been important particularly given student expectations for a robust, reliable and responsive suite of tools and resources.

In summary, 2010-2011 has been a time for investment in people, facilities and services, and a time to build on our promise to our students. 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.

College Annual Report

2010–2011

1. 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:

Enhance the applied learning experience in all programs through the development and implementation of standardized guidelines and minimum standards for applied learning experiences at Fleming. Success will be measured through the adoption and/or confirmation of minimum standards compliance across all programs.

Fully Successful

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:

Ensure all programs emphasize high expectations, student engagement and high quality student/faculty interaction. Success will be measured through the development and adoption of improvement plans directly linked to targeted improvements in student satisfaction scores and retention and graduation rates.

Fully Successful

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:

Develop and implement a program of community service learning opportunities, events and initiatives outside the classroom, to promote student growth and enhance student development through a focus on three themes: student leadership development, sustainability leadership, and student volunteerism. Measure will be participation and satisfaction levels both of students and the community.

Partially Successful - While a service learning currently forms a part of the student learning experience across a wide range of programs, formalized commitment to service learning across all schools is not yet established. Going forward redesign and implement a new student advising program in collaboration with the academic area that supports student success through early identification of risk and timely, appropriate response. Target date for implementation is January, 2012.

2. Providing Superior Services and 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:

Rejuvenate the food experience at Fleming campuses by developing a vision for a rejuvenated food service experience for all Fleming campuses and a multi-year food service strategy. The measures of success this year will be to award the contract for this work and to have a plan in place that identifies milestones to completion of this multi-year project.

Fully Successful

With the core promise as the foundation, enhance delivery of Registrar's Office services, including a focus on maximizing opportunities created by the newly redesigned space, improving and expanding all forms of communication to students, and enriching the quality of face-to-face interactions with students. Success will be measured by the effective implementation of the redesigned/enhanced services, student feedback from internal student surveys and improved Key Performance Indicator (KPI) student satisfaction ratings.

Partially Successful - Several improvement strategies were successfully implemented.

Results of a new service feedback survey administered in both fall and winter semesters indicated very high student satisfaction scores in all areas measured. More recently, KPI scores showed a decline over the previous year. Moving forward, a continued focus on improvement strategies will be a priority in the context of the broader college student satisfaction KPI improvement strategy.

Identify, purchase and implement a comprehensive career services management software system that maintains the service in the top quartile and leads to more effective and responsive service for students resulting in greater career success, improved service to employers and enhanced community partnerships. The measures of success will be to have the system and communication in place that will lead to an improvement in student satisfaction as well as other student feedback mechanisms.

Partially Successful - RFP document researched, written and sent to purchasing. Will go out for tender in May awarded in June. Planned Implementation in July and August, for use by students and employers for Fall 2011 semester.

Using a student satisfaction point of service response card, identify the strengths and weakness of Health Services. Using this data, develop and deliver a new departmental service plan and marketing campaign to set expectations and promote the service. The measure of success will be the achievement of a 3% increase in student satisfaction.

Limited Progress - Due to a change in management portfolios and the launch of "Student Health 101" an on-line resource to promote Health Services and deliver health and wellness information, priorities shifted in the Health Services Department. The point of service response card will be implemented in the Fall (2011) semester to evaluate the effectiveness of Health 101 and identify strengths and weaknesses in the department. This will assist in the development and implementation of a new service plan intended to increase student satisfaction.

Develop a student communication plan based on social media and focussed on informing students about services promoting awareness of campus life opportunities. Amount of traffic on the site will be the measure of success.

Fully Successful

Using the Core Promise as the context, implement a review of services in the Libraries, Learning Commons and Computing labs in order to understand current KPI trend results. The changes to improve services to students will be made to ensure we are in the top quartile.

Partially Successful - Although we followed up on all of the requests/ issues that students pointed out in previous surveys around Group Study space and technology improvements the KPI rating still fell. Further investigation is required. We have made some progress but intermittent access issues associated with access to applications like email and WebCT combined with a change to student printing have had negative impact. Next year, complete a comprehensive review of services and based on direct student feedback focus on the services students depend on to ensure their success. Complete plans to upgrade the basic platform to Windows 7.0 by Fall 2012

Strategy 2.2

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

Objectives:

Complete planned Information and Communications Technology (ICT) college-wide capital upgrades to the ICT network, educational technology and major Strategic Capital Infrastructure Program (SCIP) capital projects. Equipment and services will be delivered on time and on budget.

Partially Successful - Most of the IT resources were focussed on completing planned capital upgrades to labs and infrastructure with the vast majority of time focussed on the SCIP funded projects. Some key services noted above require more focus and resources going forward in 2011 – 2012.

With the leadership of Evolve Operations Leaders' Team (EOLT), implement the version 9.0 upgrade plan across the ORACLE/PeopleSoft Platform in the key areas including Academic systems, Registrar Office, Human Resources, Finance and Information Technology, and the Corporate Portal. Version 9.0 upgrade will be completed with minimum disruption to student learning and business processes as well as the delivery of specified improvements and enhancements.

Fully Successful

Strategy 2.3:

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

Objectives:

Plan and execute projects funded through Strategic Capital Grants. Major projects included in the remaining \$7 million to be completed prior to March 31, 2011 include the Brealey Main Entrance and renovations to the Pathology Lab at Frost. Projects will be delivered by the deadline and on budget.

Fully Successful

Develop a multi-year capital plan that identifies outstanding deferred capital and maintenance needs across the college. The plan will inform budget decisions and major capital submission in 2011/12.

Limited Progress - *It is anticipated that this work will be done on a system basis in 2011/12. This would be more cost effective and would provide Ministry with comparable and system level data.*

Strategy 2.4

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

Objectives:

Fully implement the Registrar's Office Business Process Activity Database which will be used by all staff in the Registrar's Office to inform effective delivery, sequencing and integration of all aspects of major business processes originating in the Registrar's Office. Success will be measured by the effective utilization of the database by staff, increased integration and improved implementation of business processes, and staff and student feedback.

Fully Successful

Design and implement institutional research activities with key areas of focus on research and reporting to enhance strategic enrolment management, measure the delivery and integration of the core promise and critical behaviors valued by the college across the organization, meet Ministry reporting requirements and to address other research and evaluation needs of the both the academic and service areas that arise. Success will be measured by the effective implementation of the various research initiatives and feedback from the college community.

Fully Successful

3. Leading in Sustainability

Strategy 3.2

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

Objective:

Plan and integrate the photocopier/printing fleet and duplicating functions into the ICT Network including researching and recommending a college-wide approach to information and document management. Fleet will be consolidated leading to fewer devices and lower costs and enhanced sustainability. Information and document management plan will cover a five year period and lead to a recommendation for implementation in 2010-2011.

***Partially Successful** - Plan is in the final stages of development and will be implemented pending Board approval of the proposal and the 2011-2012 budget. The initial scope of the plan includes a consolidation of printing/photocopying/ scanning devices and the implementation of management software. A document management proposal will come forward in 2011-2012.*

Strategy 3.3

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

Objective:

Infuse sustainability across the curriculum. Success will be measured through the documentation and adoption of a sustainability framework that will guide effective incorporation of the sustainability theme across the curriculum.

***Partially Successful** - Sustainability-focussed and sustainability-related courses exist across a wide range of programs however, a comprehensive framework applicable across all programs has not yet been established. Going forward the sustainability theme will be incorporated across the entirety of our curriculum. In 2011-12 course outlines will reflect the sustainability theme across all relevant courses and the College will attain a Silver STARS rating.*

Strategy 3.4

Develop the Centre for Alternative Wastewater Treatment 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.

Objective:

Continue the development of the Centre for Alternative Wastewater Treatment. Success will be measured through the successful implementation of the Colleges Ontario Network for Industry Innovation (CONII), funded Industry Innovation Office, the procurement of five-year funding through the Natural Science and Engineering Research Council of

Canada, (NSERC), Colleges and Community Innovation (CCI) program and the continued development of the technical and human capacities of the Centre.

Fully Successful

Strategy 3.5

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

Objective:

Through a partnership with Peterborough Green Up, Student Administrative Council, and the Sutherland Residence Village, enhance water usage awareness and positively impact the water consumption behavior of Fleming College students in residence. Implement a water awareness campaign and conservation challenge across the six residence buildings leading to more informed decisions in the daily lives of students to conserve water.

Fully Successful

4. 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 internal opportunities.

Objectives:

Successfully implement the 2010-2011 Enrolment Plan to achieve or exceed the targets outlined in the plan, and develop the Official Enrolment Plan for 2011-2012, through the work of the Enrolment Management Steering Committee (EMSC). Success will be measured by meeting established enrolment targets identified in the official 2010-2011 Enrolment Plan and approval of the 2011-2012 Enrolment Plan.

Fully Successful

Implement an aggressive new program development process. Success will be measured through the approval and funding of sufficient new programming to account for at least 5% of the 2012-2013 enrolment projection.

Fully Successful

Design and implement marketing strategies to achieve overall enrolment goals. Marketing efforts will be focused on web and social media-based strategies. Objectives are to protect the baseline enrolment in our core programs and home catchment areas, and to further penetrate high-potential growth markets such as the Greater Toronto Area and non-direct student segments including Second Career students, college and university graduates, and

early leavers. Internal and OCAS data will be measured to determine success against this goal.

Fully Successful

Revise our International student marketing and recruiting efforts during 2010/2011 to increase total student enrolment (new and returning) in Fall 2011 to 50 students. (Currently projecting 23 for Fall 2010.)

Fully Successful

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.

The Academic area will develop campus-based growth plans in support of the annual college growth target of 3%. Success will be measured through the preparation and approval of the growth plans and their success in achieving the target.

Fully Successful

Objective:

Develop and implement new initiatives to fully embed the principles of our Core Promise to Students into our overall marketing strategies. These will involve enhancements to online tools (i.e. interactive chats, webinars and blogs), redesign of our marketing collateral tools and enhancements to all other direct prospective student contact points within the Marketing Team.

Fully Successful

Strategy 4.4

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

Objective:

Design and implement marketing programs to attain enrolment targets in the Continuing Education portfolio including part-time courses and certificates offered in Peterborough, Lindsay, Cobourg and through the Haliburton School of The Arts summer program.

Partially Successful - Enrolment in Haliburton Summer school programs has performed to expectations. Traditional Con Ed offerings in Peterborough, Lindsay and Cobourg are below expectations. This will not be a priority for next year.

5. 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.

Objectives:

Continue to work in partnership with our communities to contribute measurably to economic and community development. Success will be measured through satisfaction ratings solicited from community partners in conjunction with targeted community projects and initiatives.

Fully Successful

Strategy 5.2

Fully realize the vision of the Kawartha Skilled Trades Institute to address immediate and long-term needs and opportunities.

Objective:

Secure funding, complete design and commence construction of the Kawartha Skilled Trades Institute.

Fully Successful

Strategy 5.4

Undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.

Objective:

Revitalize the Institute of Healthy Aging (IHA) as an operating entity. Success will be measured through the appointment of an IHA Leader, the implementation of an approved IHA operating unit, and the establishment of a healthy aging applied research agenda.

Partially Successful - Temporary IHA Leader appointed and initial work plan completed. Research partnerships discussions underway with York and Trent Universities. Relationship with Seniors Health Research and Transfer Network has been re-established. Lack of a principal researcher has prevented adequate progress on the healthy aging applied research agenda. Resourcing this role will be required if we are to progress on this front.

Strategy 5.5

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

Objective:

Implement the multi-year Aboriginal Education Postsecondary Education and Training Action Plan and conduct external consultation to positively impact Aboriginal student participation and success rates. Implement a data tracking system to facilitate tracking of Aboriginal student outcomes.

Fully Successful

6. 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.

Objectives:

Implement an integrated, corporate professional development program that supports core promise, superior service, growth, leadership, the Fleming culture and technical capabilities. Measures of success will include: the successful completion of the Year One College Business Plan objectives; evaluations of the individual PD components; and a broader evaluation of the PD program.

Fully Successful

Enhance our focus on and commitment to teaching and learning through targeted faculty professional development, core competencies and skills enhancement, best practice development and continuous improvement planning. Success will be measured through documented progress reporting against this objective.

Fully Successful

Strategy 6.2

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

Objective:

Leadership development will continue to focus on balancing people and results. Schools/Departments in collaboration with Human Resources (HR) consultants will conduct a gap analysis and implementing action plans that address where the areas are currently and the improvement steps compared to our ideal culture. Success will be measured through the successful completion of Operational and Leader objectives, completed staff performance reviews, and the results of an Employee Engagement survey.

Fully Successful

Strategy 6.3:

Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.

Objectives:

Design an integration plan for next year based upon a common understanding of the Fleming culture we are striving to achieve. Successfully implement the first steps that will emphasize critical competencies for recruitment and selection, action steps for the Executive Leaders Team (ELT) to effectively demonstrate leadership and support, and the connections that link this work to both administrative performance management and

operational results. Success will be measured qualitatively through focus group sessions and leadership check-ins and quantitatively through the results of our engagement survey.

Fully Successful

Foster teamwork and strong inter and intra-divisional relationships that reflect our Core Promise, declared values, valued employee behaviours and our strategic priorities. Success will be measured through the accomplishment of business plan objectives, stakeholder satisfaction and the results of our engagement survey.

Fully Successful

Facilitate enhancements to internal communications focused on the launch of a new portal product in conjunction with the IT Team. Measure of success will be completed launch by the end of the year.

Limited Progress - New Portal and Fleming News tool have been delayed. Working on an enhanced "news" tool in addition to the launch of the new Campus EAI portal. Portal was delayed as part of V9 launch. It will be launched in the summer of 2011.

Strategy 6.5

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

Objective:

Align development and timing of our Business Plans, Ministry Accountability Framework, Annual Reports and other relevant tracking mechanisms to provide a clear report of progress. Also clearly identify College yearly priorities. Success will be measured through Board and Ministry approval of our annual plans and the successful achievement of our business plan objectives.

Fully Successful

Analysis of Operational Performance

This year the College has enjoyed accomplishments in the areas of growth, applied research, enriching the student experience, and laying the foundation to redesign which will increase effectiveness and efficiency. All of this work will directly impact the quality learning we provide to students. Key accomplishments are as follows:

Growth:

- Exceeded Fall & Winter enrolment targets
- Successfully launched new programs
- 60% increase in dual credit course offerings serving approximately 2500 secondary students
- Foundations were laid to begin to move into the international market next year and this will be an area of focus in next year's Business Plan
- Achieved our primary objective of securing \$29.3 million in funding to build the Kawartha Skilled Trades Institute and will be preparing to proceed with the project

Applied Research:

- CONII targets met & NSERC five-year funding has been secured

Student Experience:

- Successfully relocated the Registrar Office staff to a newly renovated space with minimal disruption to students and the ability of providing students with more confidential service
- Implemented service improvement strategies to enhance the student experience including:
 - >introduction of streamlined communication processes to facilitate access for success testing & timeline creation
 - >enhanced records and registration processes for dual credit students
 - >Improved graduate audit reporting
 - >Re-engineered the bursary distribution & OSAP processes to facilitate more timely release
 - >implemented improvement strategies to decrease student wait times
 - >redesigned all processes related to admission of international students
 - >implemented a student communication plan that integrated various modes of communication including face-to-face, student portal, electronic boards, email and the launch of a Registrar's Office Facebook site now with over 1300 current student users

Investing in a Strong Working Environment:

- Exceeded our engagement survey targets and increased satisfaction with 16 statements from 5 to 14 % by significant improvement steps to enhance communication, collaboration and leadership
- Created a four-year framework for professional development to connect offerings

directly to strategic priorities and integrate all offerings

- Designed and implemented a professional development calendar
- Expanded relevant professional development opportunities related directly to the capabilities needed to deliver our business objectives
- Successfully completed version 9.0 upgrade to our PeopleSoft system
- Met service level agreement obligations relating to WebCT data management
- Successfully implemented a leadership program that introduced leadership competencies/behaviors, an integrated performance management process, development offers and individual support

Foundations for Redesign:

- Established initiatives to pursue program design and delivery innovations that impact positively on learning outcomes, student satisfaction, the use of resources and overall cost-effectiveness
- Established the foundation to implement a Lean continuous improvement review of selected services a processes and academic programs to achieve enhanced quality, growth, satisfaction & cost-effectiveness

This year was an important one because the achievements have set the stage to reach higher, live our core promise to students and create a dynamic, effective and innovative college.

Analysis of Financial Performance

A. STATEMENT OF FINANCIAL POSITION

Introduction

A summary of the significant accounting policies and reporting practices followed by the College are outlined in the Notes to the Financial Statements.

The Financial Statements include net assets of \$ 10.9 million as at March 31, 2011 and include the prior year's financial results.

The following highlights describe the changes during the 2010/11 fiscal year.

Cash has decreased by \$ 1.2 million as outlined in the Statement of Change in Financial Position. Operating activities include an excess of revenue over expenditures of \$.3 million. This combined with items not involving cash and changes in non-cash operating working capital, provided \$ 3.0 million in cash.

Financing activities provided an increase in cash of \$ 6.7 million due to deferred capital contributions received for capital projects.

Investing activities have resulted in a decrease in cash of \$ 11.0 million. The purchase of capital assets during the year utilized \$ 8.3 million, while the funds transferred into short term investments utilized \$ 1.8 million.

Cash is invested through funds on deposit permitted by the Ministry of Training, Colleges and Universities (MTCU).

MTCU grants and reimbursements receivable: The outstanding current balance of \$ 4.4 million is due from the Ministry of Training, Colleges and Universities. Of this total, \$ 3.8 million relates to the BScN Operating Grant, \$.4 million relates to the Ontario Trust for Student Support Program. The balance has decreased by \$4.8 million as compared to the prior year. The main reasons for the decrease are the change in cash flow timing of the Second Career funding (\$ 3.6 million) and in the prior fiscal year, the College received a one-time General Purpose Operating Grant of \$1.6 million, which was not received until after March 31, 2010.

Accounts receivable: have increased by \$1.7 million. The School Workplace Initiative activity has increased significantly in the current fiscal year resulting in an \$.8 million increase in accounts receivable. As well, the change to the HST from the GST has resulted in a larger receivable of \$.4 million.

Notes receivable: This category represents the loan to the Student Association, Frost Campus for the construction of their Student Centre and the Student Administrative

Council, Peterborough Campus for their portion of the Peterborough Sport and Wellness Centre. The balances are \$.45 million and \$.8 million respectively.

Capital assets: Details of the classification of capital assets held are provided in Note 5 to the Financial Statements. Capital acquisitions and the net book value have increased, as compared to the prior year, by approximately \$.5 and \$ 2.8 million respectively. Capital investments during the year total \$ 8.6 million. Capital funded by MTCU for facilities improvements totalled \$5.9 million, academic capital additions totalled \$.8 million, information technology additions were \$.7 million and the balance represents various other capital purchases, such as a portion of the foodservices project, an upgrade to the Fieldhouse at Frost and employment services leasehold improvements.

MTCU grants received in excess of entitlements: The outstanding balance of \$ 2.3 million represents funds received from the Ministry of Training Colleges and Universities that had not been earned at March 31, 2011. The change in the timing of cash flow for the Second Career Program, as noted above, also accounts for the decrease in the MTCU grants received in excess of entitlements balance.

Due to Fleming College Foundation: During the fiscal year, the Fleming College Foundation and the College entered into an agreement to transfer the majority of the Foundation assets to the College on March 31, 2011. As a result the balance due to the Foundation has decreased as the assets have become the College property and the College currently holds minimal funds on their behalf.

Long-term debt: Details are outlined in the Note 9 to the Financial Statements. During the year a total of \$ 1.4 million of the long-term debt was repaid. The Brealey Residence loan matures October 31, 2011 and the Peterborough Sport and Wellness Centre and the Enterprise Resource Planning System stamping fees expire on June 13, 2011. Management intends to renegotiate each of these loans during the 2011/12 fiscal year; however, the balances are included in the current portion of the long-term debt for financial statement purposes.

Deferred derivative liability: Derivative financial instruments are utilized by the College in the economic management of interest rate exposure. The College currently has three interest rate swaps (Brealey Residence, ERP and Wellness Centre). The derivative liability recorded on the balance sheet adjusts the swaps from cost to market value. During the year, the liability has decreased by \$.9 million and is recorded as revenue in the statement of financial activities. The liability value will fluctuate each year, but at maturity the value will be eliminated. Of the total liability, of \$.8 million, the Brealey Residence liability represents \$.6 of balance. The residence debt matures October 2011 and therefore a net gain of \$.6 million will flow through the Statement of Financial Activities to offset the current liability in the next fiscal year. There will be no cash impact.

Deferred capital contributions: Changes are outlined in the Note 6 to the Financial Statements. The increase of \$ 3.4, net of amortization, is due to funded capital additions

of \$ 7.0 million, in excess of earned amortization of \$ 3.6 million. The funded capital additions of \$ 7.0 million are mainly a result of MTCU funding which totalled \$ 6.3 million during the year, with Strategic Capital Infrastructure Program accounting for \$5.2 million. Research capital funding additions totalled \$.2 million, as did the Frost student's contribution to the Fieldhouse renovation at Frost.

Net assets: have increased by \$ 1.2 million as outlined on the Statement of Changes in Net Assets in the Financial Statements. The excess of revenue over expenditures accounts for \$.3 million of the increase and is the approximate amount generated by the operations of the residence. This excess generated by the residence, has been transferred to internally restricted net assets. The endowments increased by approximately \$.9 million, due to the Ontario Trust for Student Support Program, which represents the remaining increase in net assets.

B. SUMMARY OF REVENUE AND EXPENDITURE VARIANCES

The purpose of the following statements is to compare the actual financial results for the year ended March 31, 2011 to the budget. Explanations are provided for significant variances.

The Statement of Revenue and Expenditures provides details of revenue and expenditure variances.

1. **Contract Training:** revenue is favourable by \$120,000 due to increased activity in the School of Continuing Education and Skill Trades.
2. **Amortization of Deferred Capital Contribution:** revenue is favourable mainly due to more Strategic Capital Infrastructure Program projects capitalized then expensed. Amortization expenses are unfavourable by a similar amount.
3. **Skills Programs:** revenue is unfavourable mainly due to Older Worker Targeted Incentive Program incentive payments being under budget. Expenses are favourable by a similar amount.
4. **Facilities Renewal and Renovation Project:** revenue is unfavourable due to more Strategic Capital Infrastructure Program projects capitalized then was originally budgeted. Expenses are favourable by a similar amount.
5. **Salaries, Full Time:** expense is unfavourable mainly due to vacation and sick leave payouts to departing employees.
6. **Salaries, Part Time:** is unfavourable due to increased part time academic activity across the college.
7. **Plant and Security:** is unfavourable due to increased snow ploughing, contract security and building maintenance expenses across the college.

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending March 31, 2011

	Actual To 31-Mar-2011	Budget Current Year	Variance \$	Variance %	Ref. Note
Revenue					
Grants and Reimbursements	\$44,680,851	\$44,525,260	\$155,591	0.3%	
Student Tuition Fees	18,432,452	18,415,657	\$16,795	0.1%	F
Contract Training	866,299	746,402	\$119,897	16.1%	F 1
Other Income					
Other Income	5,907,016	5,653,119	\$253,897	4.5%	F
Ancillary Fees	3,809,136	3,766,313	\$42,823	1.1%	F
Non-Operating Revenue	-	-			
Total Other Income	9,716,151	9,419,432	296,719	3.2%	F
Amortization of Deferred Capital Contributions	3,644,007	3,447,226	\$196,781	5.7%	F 2
Total Operating Revenues	77,339,760	76,553,977	785,783	1.0%	F
Investments	21,400	-	\$21,400		F
Skills Programs	4,614,831	5,011,947	(\$397,116)	-7.9%	U 3
Tuition Holdback Bursaries	2,039,886	2,250,287	(\$210,401)	-9.3%	U
Ministry Bursaries	1,078,927	1,126,355	(\$47,428)	-4.2%	U
Special Projects	1,457,547	1,668,984	(\$211,437)	-12.7%	U
Facilities Renewal and Renovation	1,807,591	2,383,702	(\$576,111)	-24.2%	U 4
Ancillary Operations	3,872,093	3,872,812	(\$719)	0.0%	U
Total Revenue	92,232,035	92,868,064	(636,029)	-0.7%	U

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
 For the Period Ending March 31, 2011

	Actual To 31-Mar-2011	Budget Current Year	Variance \$	Variance %	Ref. Note
Expenditures					
Salaries and Benefits					
Salaries, Full Time	35,696,803	35,380,051	(316,752)	0.9% U	5
Salaries, Part Time	11,325,845	10,723,073	(602,772)	5.6% U	6
Benefits	9,218,717	9,087,810	(130,907)	1.4% U	
Total Salaries and Benefits	56,241,366	55,190,934	(1,050,432)	1.9% U	
Non-Salary Expenses					
Instructional Support Costs	4,617,396	4,409,872	(207,524)	4.7% U	
Travel and Professional Development	1,163,114	1,190,893	27,779	-2.3% F	
Advertising	834,651	874,552	39,901	-4.6% F	
Telephone, Audit, Legal & Insurance	902,235	839,006	(63,229)	7.5% U	
Equipment Maintenance	443,176	382,440	(60,736)	15.9% U	
Plant and Security	2,376,825	2,031,527	(345,298)	17.0% U	7
Rentals and Taxes	836,923	775,429	(61,494)	7.9% U	
Utilities	1,881,723	2,000,668	118,945	-5.9% F	
Contract Services Trent	1,990,245	2,138,726	148,481	-6.9% F	
Services & Other	2,043,779	2,039,976	(3,803)	0.2% U	
Long Term Debt Interest	148,052	148,052	0	0.0% F	
Amortization of Capital Assets	5,147,245	4,992,435	(154,810)	3.1% U	2
Total Non-Salary Expenses	22,385,363	21,823,576	(561,787)	2.6% U	
Total Operating Expenditures	78,626,729	77,014,510	(1,612,219)	2.1% U	
Investments	256,103	200,000	(56,103)	28.1% U	
Skills Programs	4,107,147	4,524,805	417,658	-9.2% F	3
Tuition Holdback Bursaries	2,039,886	2,250,287	210,401	-9.3% F	
Ministry Bursaries	1,078,927	1,126,355	47,428	-4.2% F	
Special Projects	1,446,879	1,668,984	222,105	-13.3% F	
Facilities & Renovation Projects	1,808,135	2,383,702	575,567	-24.1% F	4
Ancillary Operations	3,587,489	3,699,421	111,932	-3.0% F	
Net Asset Adjustments	(1,032,150)	(800,000)	232,150	29.0% F	
Total Expenditures	91,919,146	92,068,064	148,918	-0.2% F	
Net	\$312,890	\$800,000	\$487,110	U	

Conclusion

As referenced at the beginning of the Annual Report, we have been successful in achieving the majority of our objectives and achieved a number of accomplishments. A competitive environment and resource limitations are risks that are anticipated and that we will address going forward. This first year of implementing a new strategic plan has laid a solid foundation from which we will continue to innovate in delivering academic excellence and an enhanced student experience as well as an optimum working environment for employees.

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 (to be added following Board approval)
- 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://www.flemingc.on.ca/PDF/FinancialStatement2011.pdf>

Appendix C KPI Performance Report

KPI	FLEMING			SYSTEM			% Diff Fleming vs. System
	2011 %	2010 %	% Diff	2011 %	2010 %	% Diff	
Student Satisfaction	74.6%	78.1%	-3.5%	76.1%	76.3%	-0.2%	-3.3%
Graduate Satisfaction	77.9%	79.6%	-1.7%	79.1%	79.8%	-0.7%	-1.0%
Employer Satisfaction	94.7%	91.7%	3.0%	93.2%	93.0%	0.2%	2.8%
Employment Rate	82.4%	85.0%	-2.6%	83.0%	84.8%	-1.8%	-0.8%
Graduation Rate	66.7%	66.6%	0.1%	64.2%	65.1%	-0.9%	1.0%

% Diff Fleming vs. System shows Fleming's change in KPI score from 2010 to 2011 in relation to the system change over the same time.

Student Satisfaction

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.

Graduate Satisfaction

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?"

Employer Satisfaction

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?"

Overall Employment Rate

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.

Graduation Rate

Reflects the percentage of graduates who complete their program requirements within a time frame that equals 200% of the normal program duration.

Appendix F List of Governors

2010-2011 BOARD OF GOVERNORS SIR SANDFORD FLEMING COLLEGE

Murray Rodd
Board Chair
Peterborough

Peter McLean
Chair, Executive Committee
Board Vice-Chair
Peterborough

Nancy Keating
Chair, Human Resources Committee
2nd Board Vice-Chair
Peterborough

Andrew Hodgson
Chair, Finance and Property Committee
Chair, Audit Committee
Haliburton

Karen Maki
Chair, Academic & Student Affairs
Committee
Peterborough

Bill Astell
Peterborough

Randy Burke *
Reaboro

Mark Dockstator
Peterborough/Oakville

* Resigned April 2011

Lawrence (Lawrie) Gulston
Academic Staff Governor

Judith Hayes
Lindsay

Sandra Hill
Fenelon Falls/Toronto

Elane Kalavrias
Support Staff Governor

Tyler Lovenuk
Student Governor

George MacDougall
Administrative Staff Governor

Jim Nesbitt
Lindsay

Joan Ross
Cobourg

Tony Tilly
College President

Corey Greene
Student Observer

Appendix G

President's Advisory Council
Report for meetings held September 1, 2010 through May 31, 2011
(PAC does not meet June, July, August or December)

Date of Meeting	Agenda Item	Summary
Sept 30, 2010	<ul style="list-style-type: none"> • Orientation Debrief • Fall 2010 Start-Up and Enrollment Update • Discussion Topic – WebCT Updates • Roundtable 	<ul style="list-style-type: none"> - Strong turnout to Orientation events. - Full time enrollment is the highest in the College's 43-year history. - College engaged a 3rd party firm to perform an assessment of the factors that led to the loss of critical data within the Learning Management System; report was submitted to President. - Employees and students were impressed with the College's response to the WebCT system failure. - With record high enrollment, space issues become a challenge. - Frost campus students report issues with lack of available computers and IT service issues; Sutherland has similar issues.
Oct 21, 2010	<ul style="list-style-type: none"> • Open Forum at Sutherland – Brealey Campus <p><i>Topic: Students Transition to College and the College's Response</i></p>	<ul style="list-style-type: none"> - First open forum sponsored by PAC held at Brealey Campus; Frost Campus forum to be held March 2011. - a generation of students coming to college missing critical life skills, e.g. problem-solving, time management, financial planning. - must better prepare our children to live independently. - College strategies to help with transition to college include student advising program for all first-year students; and developing a peer/mentor program.
Nov 25, 2010	<ul style="list-style-type: none"> • Frost Campus Updates • Student Association – introduction and overview 	<ul style="list-style-type: none"> - Principal and Dean provided overview of Frost Campus initiatives, highlighting new program initiatives, enrollment growth, campus renovations, and community partnerships. - The Community Garden is very successful.

Date of Meeting	Agenda Item	Summary
	<ul style="list-style-type: none"> • Roundtable 	<ul style="list-style-type: none"> - A survey to gauge student satisfaction with campus services is underway. - SAC referendum to approve a new fee to redevelop the Steele Centre; results favoured developing a new student centre. - Finalizing the College's Strategic Plan is the focus. - Students identified a need to improve the college's flow of information/communications re class cancellations. - Academic group suggested the college develop a social media policy. - An online service directory has been developed to help staff identify and locate key departments and contacts that will be maintained by each department/school/service area. - support staff in Financial Aid voiced concern that currently all financial aid services are manual resulting in labour intensive keying and risk; this component needs to be added to the Evolve program. - A review of items raised at the Sept meeting resulted in completion of a space analysis to improve office space; and a parking analysis is underway.
Jan 27, 2011	<ul style="list-style-type: none"> • Enrollment and Start-Up Updates • Discussion Topic - Student Health and Wellness • Roundtable 	<ul style="list-style-type: none"> - Winter 2011 new student enrollment is up 3% and returning student enrollment is up 2% over 2010. - The Executive Director of Student Services led a discussion on behavioural and learning patterns of students. - The most prevalent health issues are stress, anxiety, and depression. - The College is developing approaches around early identification of students who need academic/counselling help. - Academics express concern over student retention rates; content of some general education courses are a concern. - Students report lengthy wait times for

Date of Meeting	Agenda Item	Summary
		<p>Counsellor appointments at Frost.</p> <ul style="list-style-type: none"> - Students and support staff expressed concern about the content of a Sutherland Campus mandatory first semester computer course.
Feb 24, 2011	<ul style="list-style-type: none"> • Discussion Topic: Fleming College Sustainability Plan • Roundtable 	<ul style="list-style-type: none"> - The Vice-President Academic led a discussion on the College's plan to develop a five-year Sustainability Plan that includes objectives, benchmarks, and public reporting. - the need to improve communication re campus closures was reviewed and will now include earlier timing of announcements and communication methods – front page of portal and web site by 6:00 a.m., Facebook; email is not the best method. - Faculty and staff expressed need to review the academic probation requirements in relation to student success and retention rates. - Faculty suggested moving Reading Week to align with February Family Day holiday in efforts to maximize class time. - The VPA is conducting a review of Sutherland's mandatory first semester computer course. - Frost student rep is meeting with Dean to problem solve computer service issues.
Mar 24, 2011	<ul style="list-style-type: none"> • Open Forum – Frost Campus <p><i>Topic: Social Media Impact on Learning and Teaching</i></p>	<ul style="list-style-type: none"> - First open forum for Frost Campus was well attended. - A panel consisting of reps from a school, Records Office, CLT and SA answered a set of previously circulated questions to stimulate discussion. - A spectrum of opinions and ideas re social media and its role in teaching and learning.
Apr 28, 2011	<ul style="list-style-type: none"> • Discussion Topic: 2011 KPI Results 	<ul style="list-style-type: none"> - Dr. Tilly provided detailed data results from the KPI surveys which are carried out at all 24 colleges to measure the success

Date of Meeting	Agenda Item	Summary
	<ul style="list-style-type: none"> • Roundtable 	<p>rates and satisfaction levels for all students and graduates.</p> <ul style="list-style-type: none"> - There was a decline in student satisfaction across facilities and services, mainly at Brealey. - Next steps include the completion of research data and analysis; set priorities for service improvement with a focus on Peterborough; finalize resource allocations; and develop strategies by the end of June. - Space issues at Frost Campus were identified. - parking changes effective Sept 1 will offer premium parking, for a \$500 fee, that will guarantee a parking spot. - Frost SA will review students' concerns around course content and evaluation methods, for discussion at Sept meeting. - Sutherland student rep reported the e-mentoring program has been launched. - a counsellor has been added to Frost Campus to meet the growing need
May 26, 2011	<ul style="list-style-type: none"> • Culinary Management Program • Topic: Fleming College International Education • Haliburton Student Presentation 	<ul style="list-style-type: none"> - Fleming Culinary Management student, Andrew Tye, won a gold medal at the Ontario Technical Skills Competition. Andrew described the requirements of the competition, and served samples of his award winning culinary skills. - A key priority identified in Strategic Plan is growth in our international student enrollment. - The College has entered into a new partnership with Centennial College for the purpose of recruiting students in India. Fleming is part of a federal program in partnership with ACCC that enables more efficient processing of student visas for entry into Canada. Our admissions processes and policies have been redeveloped to enable applications and registrations.

Date of Meeting	Agenda Item	Summary
	<ul style="list-style-type: none"> <li data-bbox="407 323 732 354">• President's Remarks <li data-bbox="407 533 613 564">• Roundtable 	<ul style="list-style-type: none"> <li data-bbox="873 254 1474 422">- Visual and Creative Arts student George Gordon presented a video he produced "This" which highlighted the students work through their journey of preparing for a major exhibit. <li data-bbox="873 428 1468 632">- The President called upon the outgoing members and recognized each individually. He commented the PAC is a valuable forum that provides him insight into employee and student opinions, concerns and recommendations. <li data-bbox="873 638 1468 877">- SENRS faculty member Barb Elliot presented a video of her international field placement in South Africa. A Fleming contingent of 7 (2 faculty and 5 students) volunteered with the Wilderness Conservation Program on a private game reserve in Africa. <li data-bbox="873 884 1435 982">- Frost faculty reported a concern around late acceptance of students well past the Day 10 enrollment audit date. <li data-bbox="873 989 1468 1297">- Feedback from the Meetings Evaluation Survey was positive; there was a 78.9% response rate. Highlights of the survey include: 100% agreed that Council is a valuable forum to promote communication within Fleming and is a valuable forum to provide advice to the President. 93% agreed meetings met personal and professional objectives. <li data-bbox="873 1304 1479 1402">- Outgoing members expressed appreciation to Council for sharing opinions, challenges and successes. <li data-bbox="873 1409 1403 1507">- The Chair thanked members for their contribution and support; and looks forward to serving as Chair for 2011-12 term.