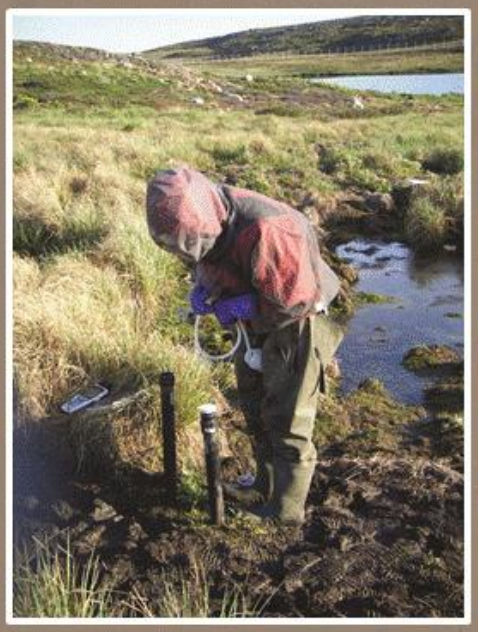
Fleming College



# ANNUAL REPORT 2012-2013

JUNE 2013

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**APPROVED: by the Board of Governors, May 29, 2013 #3**

## Introduction

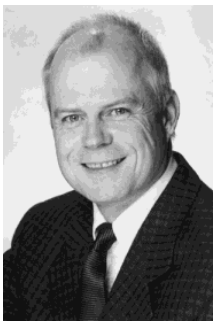
Fleming College is pleased to present its Annual Report for 2012 – 2013. As demonstrated in this report, we have successfully achieved the majority of the objectives established at the beginning of the year by being innovative and focused while keeping an eye on quality, efficiencies and implementing with excellence.

The past year's objectives related to quality, personalized learning for our students, investing in employees, continuing to build and create the academic framework for the Kawartha Trades and Technology Centre, maximizing enrolment and moving the continuous improvement philosophy of Lean forward to gain important efficiencies.

Going forward we have put the objectives and direction articulated in the Strategic Mandate Agreement front and center as we development 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 capitalize on our current momentum, allowing us to succeed within a challenging and competitive external environment.

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



June, 2013

On behalf of the Board of Governors of Sir Sandford Fleming College, I am pleased to submit the College's 2012-2013 Annual Report.

Fleming College has just completed the third year of our current five year strategic plan and has implemented a Strategic Mandate Agreement (SMA), both of which are "living documents".

Our Board believes in strategic planning and close tracking of progress toward achievement of the plan. 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 innovative, integrated objectives differentiate the student experience, enhance partnerships and improve performance and productivity. Our goal is to ensure that we not only set relevant, stretch objectives for ourselves, but that we also follow through with relevant, annual measurements of process.

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.

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 also note the impact this investment has had on our communities as we currently prepare to open our Kawartha Trades and Technology Centre.

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

Peter McLean
Chair, Board of Governors

June, 2013

Along with Board Chair Peter McLean and the Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2012-2013 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, 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.

The College has continued to work hard on our priority to create excellence in the working environment. For example, our full-time faculty will engage in a seven-week block development period to work on strategic academic priorities. Similar key developmental initiatives are being 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 from very modest levels. We anticipate the challenges ahead related to growing domestic enrolment will be offset by further growth in international enrolment and a focus on how and where to enhance domestic 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 four Lean projects with strong results including better service to students. We will continue to make it a priority to streamline our processes next year so that we can deliver the best service possible to both students and staff without major complement increases.

In summary, 2012-2013 has been a time for investment in people, facilities and services, and a time to build on our promise to our students. We are committed to go further next year. I am pleased to submit this Annual Report with its description of areas of focus, progress and achievement.

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.

**Progress on Specific Objectives – Annual Report 2012 – 2013**

The majority of the objectives have been met and four exceeded their target. Plans are in place within the new business plan to finalize those that were not fully completed.

## 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:**

Improve the efficiency and effectiveness of all applied learning experiences. Success will be measured by the full adoption of our applied learning guidelines and standards framework across all programs.

***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.

**Objectives:**

Fully implement our student success and retention strategy in conjunction with the continued development and implementation of targeted KPI improvement initiatives. Success will be measured by improved retention rates and improved KPI scores.

***Partially Met Target*** *– Improved KPI ratings were not realized. Revised and reinforced KPI improvement plans for under-performing programs will be implemented.*

Develop and implement targeted KPI improvement initiatives including a new academic advising program. Success will be measured by KPI ratings that reflect at least 50% of student learning experience KPIs as "above average", with at least 33% rated as 1st quartile.

***Partially Met Target*** – A new academic advising program was implemented across all schools***.*** KPI ratings were 27% "above-average" with 0% in the 1st quartile. Mandatory KPI improvement plans for all 'below average' programs will be revised and reinforced.

### 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.

**Objectives:**

Ensure that all College programs are in full compliance with the Program Quality Assurance Process Audit quality assurance criteria (5) and are demonstrating good quality standing. Success will be measured by: full compliance with the annual schedule of program and curriculum renewal reviews; achievement of a student satisfaction rating of at least 85% on Overall Quality of Programs (KPI (Q26)); achieve or maintain full accreditation standing in all applicable programs.

> ***Partially Met Target*** - 2013 KPI result for Capstone Question #26 indicates a slight decline in student ratings for Overall quality of the learning experience from 80.3% to 79.5%. Mandatory KPI improvement plans for all 'below average' programs will be revised and reinforced.

Enhance the processes supporting the design and development of high quality programs and student learning experiences. Success will be measured by: the adoption of a revised approach to non-teaching time that serves both College and Union aspirations for enhanced development time structures and outputs; improved KPI learning experience scores; full adoption of enhanced curriculum renewal and program review processes.

> ***Met Target***

**Strategy 1.5**

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

**Objectives:**

In collaboration with the Academic leadership implement the components of an Information and Communications Technology (ICT) e-learning infrastructure across the College. Successful launching of Windows 7 and MS Office 2010 and implementation of the LMS upgrade, collaboration software tools, consolidated licensing and web conferencing will be the measures of success.

> ***Met Target***

Fulfill the year-one implementation plan as set forth in our e-learning strategy. Success will be measured by the attainment of the defined deliverables for year-one of the strategy.

> ***Met Target***

## 2.0 <u>Providing Superior Services & Facilities</u>

**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:**

Improve services for our growing International population by: opening a new, conveniently located International Student Services office co-located with Career Services and Student Life; developing a four week orientation program specific to the needs of international students; engaging stakeholders in a review of services and issues related to international students in order to recommend changes to improve their experience/success at Fleming. Success will be measured by effectively implementing the initiatives and through student feedback.

***Met Target***

Improve experience of student athletes and profile of the College by developing 2 artificial turf sport fields (FIFA Standard) in partnership with the City of Peterborough (target completion of fall 2013).

***Met Target***

Improve accessibility to Health Services at the Sutherland campus by relocating to a more convenient location. Development of new space will improve student confidentiality/privacy, and include better infection control principles. The measures of success will be both improvements in KPIs and in our internal survey results.

***Partially Met Target*** – The first two measures were met. The new office has been used since September, 2013 and the space does improve confidentiality and infection control. The internal survey, however, will not be administered until the fall of 2013. Health Services KPI results increased and remain in the second quartile.

Improve food services to students in the Sutherland residence by redesigning the "Marketplace". This will coincide with a change of food service provider. The changes will enhance the quality and availability of food products and evening meals. The goal is to increase the sale of meal plans by 10% over 2011-12 sales.

***Met Target***

In consultation with SAC/SA continue to upgrade services to students including Portal mobile applications, Learning commons upgrades, open wireless upgrades, printing service improvements, lab upgrades, student webmail improvements, and virtual desktop pilot to achieve a KPI rating in the top quartile**.**

***Met Target***

Complete renovations over the summer to improve space for student services, the student administrative council and faculty offices at the Brealey campus. Address serious deferred maintenance issues including replacement of the roof over the pathology lab at Frost campus and complete planning for expansion of the Centre for Alternative Water Treatment, funded through CFI, over the summer of 2013.

***Met Target***

Stabilize Continuing Education Operations in relation to staffing, business processes, and effective work of the Continuing Education Transition Team. Success will be measured by feedback from staff and students and the implementation of new, more efficient and effective business processes.

***Met Target***

Redesign financial aid services with the implementation of all changes associated with Financial Aid Reform and our own internally generated improvements including the OSAP Direct Deposit, Ontario Tuition Grant and the Online Bursary. Success will be measured by successful implementation of this new initiatives and student feedback on related service.

***Met Target***

Implement all necessary requirements of provincially driven changes including OEN and Student Level enrolment reporting. Success will be measured by effective implementation of these initiatives that will meet ministry requirements.

***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:**

Build on the IT-One-Stop Service Initiative to maintain current service levels and introduce virtual service pilots - Bring-your-own-Technology (BYOT) virtual desktops. Completion of DNS/DHCP review and successful implementation of Active Directory will be the measures of success.

***Met 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:**
Award the contract for the construction of the KTTC in the early summer of 2012 and be on track for substantial completion, within budget, by winter of 2014 and full operations September 2014.

***Met Target***

Secure funds to support the capital equipment requirements for the KTTC.

***Exceeded Target***

**Strategy 2.4**

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

**Objective:**

Implement a professional development program to enhance effective teaching and learning and service delivery that supports our core promise to students. This is part of a more complete professional development objective related to Strategy 6.1. Success will be measured through student and staff feedback.

***Met Target***

## 3.0 Leading in Sustainability

**Strategy 3.1**

Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.

**Objective:**

Develop a 5-year college Sustainability Plan. Success will be measured by the publication and launch of an approved Sustainability Plan.

***Met Target***

**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:**

Complete the implementation of XEROX multi-function devices across the college. Through EOLT bring more online services to students and staff and continue to virtualize the back office offering a more flexible environment reducing hardware duplication (servers etc.). Full implementation of the project will be the measure of success.

***Met Target***

**Strategy 3.3**

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

**Objective:**

Validate or incorporate the sustainability theme across the entirety of our curriculum. This will be measured by updated course outlines reflecting the sustainability theme across all relevant programs and courses and attainment of a Silver STARS rating through The Association for the Advancement of Sustainability in Higher Education.

> ***Partially Met Target*** – Bronze STARS rating achieved. Sustainability infusion across the curriculum deferred until 2012-14 academic year. Assigned Academic Leadership for Sustainability across the curriculum. Specified targets for sustainability coverage in the curriculum.

## 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:**

Complete 3-year post-secondary growth plans for all schools and campuses. Success will be measured by the publication of approved growth plans by October 31, 2012.

> ***Met Target***

Successfully implement the revised 2012-13 Enrolment Plan and develop the Official Enrolment Plan for 2013/14. Success will be measured by fulfillment of the 2012/13 Enrolment Plan and approval of the 2013/14 Plan.

> ***Met Target***

Generate student applications to support the achievement of the college's overall enrolment targets through advertising, online initiatives and Liaison outreach.

> ***Met Target***

Develop and execute innovative Marketing and Liaison plans and programs to support the launch of the college's new programs and the growth of the college's selected focus programs or schools.

> ***Met Target***

Continue emphasis on gaining market share in selected geographic markets (the eastern GTA and International initiatives) and key market segments (non-direct students and university students).

Internal and OCAS data will be measured to determine success against these marketing goals.

***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.

**Objectives:**

Design and implement institutional research activities with key areas of focus on research and reporting to enhance strategic enrolment management. Success will be measured by the adoption of explicit conversions and retention improvement targets that will contribute to the fulfillment of our enrolment plans.

***Met Target***

Lead a college-wide committee on effective social media policies and strategies and implement new social media guidelines to guide the college's social media strategy and online brand. Continue to evolve the college's social media presence and website to enhance the user experience and facilitate more strategic promotional opportunities, segmentation and traffic management. Continued growth in social media and website metrics (>3%) will be the measure of success for this goal.

***Met Target***

Develop, implement and monitor a three-year strategic plan to re-engage alumni with the College through a partnership between an Alumni Advisory Council and the Alumni Officer. The measurement of success will be development of the plan by January 31, 2013.

***Met Target***

**Strategy 4.4**

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

**Objectives:**

Complete three-year continuing education growth plans for all schools. Success will be measured by the publication by October 31, 2012 of approved growth plans containing growth targets.

***Partially Met Target*** *– Continuing education growth plans were delayed owing to intensive time demands of Common Block Development and Memorandum of Understanding negotiations with the Union. Completion of the continuing education growth plans has been rescheduled for September 30, 2013.*

Revise and re-launch 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. Strategies will focus on marketing certificates in career-related education.

> ***Partially Met Target*** – Continuing education growth plans were delayed. Marketing efforts will engage following their completion in September, 2013.

## 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.

### Objectives:

Develop fully-formed programs and partnerships in support of the KTTC. Success will be measured by an approved programs and partnerships strategy which sets out 3-year goals and objectives encompassing KTTC programming serving K-12, post-secondary, apprenticeship and industry education and training needs.

> ***Met Target***

Develop a Frost Campus Friends Committee to increase awareness about the College and alumni within the City of Kawartha Lakes and to secure financial assistance to support student success. In addition, revitalize the Haliburton Campus Friends Committee to expand their role, place greater emphasis on community awareness and to secure financial support for college capital projects. The measure of success for Frost Friends will be to have the committee in place and functioning by December 31, 2012. The measure of success for Haliburton Friends will be to have a revitalized committee develop a new event that secures financial support for college capital projects.

> ***Partially Met Target*** – A newly recruited Frost Campus Committee Chair resigned, setting back the process. The new goal is to have a Frost Campus Friends Committee in place by December 31, 2013. The Haliburton committee was revitalized and a new event to raise awareness and funds was implemented.

In partnership with the Senior Leadership team, continue to work on community engagement initiatives that raise awareness about the College and alumni and garner feedback from the community about critically needed skill sets that could be addressed through educational opportunities. Success will be measured by stronger mutual partnerships, elevated awareness of Fleming and the potential to enhance existing and/or develop future programs to meet community needs.

> ***Met Target***

Continue the advancement of the Centre for Alternative Wastewater Treatment (CAWT) as a world-class research centre. Success will be measured by: full readiness for successful execution of the Canada Foundation for Innovation (CFI)-funded CAWT laboratory expansion in the summer of 2013; publication of an updated CAWT strategic

plan (2012-17) which fully articulates the 'next level' of applied research development at Fleming College; fulfillment of all currently contracted project deliverables and compliance requirements; continued advancement of the CAWT's positioning as a recognized player in provincial, national and international water-related projects and initiatives.

***Exceeded Target***

Re-affirm or revise our capacity and commitment to undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Success will be measured by an approved restatement of strategic intent with a supporting action plan.

***Partially Met Target*** *– Senior leadership turnover and ensuing organizational turmoil at St. Joseph's at Fleming has precluded any meaningful engagement with them relative to this objective. We will continue with the applied research projects that have been successfully launched. Restatement of a renewed strategic plan for the partnership will continue to be delayed pending the stabilization of organizational circumstances at St. Joseph's at Fleming.*

**Strategy 5.5**

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

**Objective:**

Increase Aboriginal cultural awareness by implementing a cultural competency training program to appropriate employees throughout the College beginning fall 2012. Trained members of Aboriginal Services will deliver at least 3 sessions during academic year.

***Met Target***

## 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:**

Effectively implement the second year of an integrated, four-year professional development framework that supports enhanced quality in teaching & learning and service delivery with particular focus on e-learning and leadership capabilities. Effective implementation of the plan, strong participation rates and improved KPI's will be the measures of success.

***Exceeded Target***

**Strategy 6.2**

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

**Objective:**

Improve overall leadership through the implementation of Leader 360 action plans and the use of this feedback in performance management. Improvements will support the working environment, engagement and innovation. A majority of leaders achieving 'fully successful' and/or 'above' ratings on the related leadership objective will be the measure of success.

***Met Target***

**Strategy 6.3**

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

**Objective:**

Implement improved communication solutions that include the development and implementation of a new internal communication program focusing on web and social media solutions and leader communication to address the gaps identified in the engagement survey. Full implementation and qualitative feedback on the success of these recommendations will be the measure of success.

***Partially Met Target*** – Communication plans such as Leader briefing are now working well, however, the launch of new web-based communication solution will take place early in fiscal year 2013-14.

**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:**

Develop a plan to enhance inclusiveness and accessibility and implement the first stage next year. It will ensure compliance with Accessibility for Ontarians with Disabilities Act standards and enhance the feeling of inclusiveness for all students with emphasis on International and Aboriginal students. Success will be measured by completion of the plan and launch of the first phase.

***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:**

Improve efficiency by streamlining academic and service processes using various methodologies including the formal Lean method and collect clear metrics. An efficiency report card will be developed that summarizes informal and formal Lean efficiency improvements with clear, relevant metrics/benefits.

***Exceeded Target***

Implement the first phase of critical improvements identified through the first Lean project undertaken to improve the Academic Workloading process. Full implementation of this first phase with accompanying efficiency metrics will be the measure of success.

***Met Target***

## Analysis of Operational Performance

This has been a year of accomplishments by the College, particularly in the areas of growth, applied research, the student experience, our working environment and advancement and alumni.

### Growth

- Enrolment growth in January saw a record intake
- Fastest growing college in Ontario in International Enrolment which more than doubled from previous year at 4.5% of enrolment and in Ontario Learn Enrolment with growth of 32% over previous year
- Regular upgrades across labs and learning commons including new multimedia group study rooms completed at Brealey and over 20 major projects completed across the academic and service areas
- Strong growth in social media adoption and engagement

### Applied Research

- Successful fulfillment of our NSERC and FedDev research funding deliverables has been realized
- Full readiness for the CFI-funded expansion of the Centre for Alternative Wastewater Treatment laboratory during the summer of 2013 has been achieved
- Funding to support first-time applied research in the healthy aging arena has been achieved

### Student Experience

- Common block development time is being implemented for all full-time faculty so that they can contribute to the success of College and School priorities designed to enhance the academic and student experience
- Two artificial turf sports fields have been developed to enhance the athletic experience
- A new location for Health Services was implemented for ease of access and a strong suite of services designed for International students
- Construction of our 87,000 square foot Kawartha Trades and Technology Center is well underway and on track and on budget to providing a best-in-class work-integrated learning environment

### Strong Working Environment

- Successfully implemented the second year of a four-year professional development program to enhance the capabilities of faculty and staff enhance the international student experience, academic delivery and the student experience outside the classroom
- Undertook four Lean projects within continued success, completed training for staff, developed a partnership with Algonquin and the City of Peterborough and the infrastructure 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
- IT roadmap is tracking successfully on all initiatives
- Operational delivery across the IT platform from academic and service applications achieved better than 99.9% availability and reliability
- Working closely with the Support Staff Union, the College is designing a Fleming certificate for support staff to assist in the acquisition of new capabilities and to help them successfully apply for new positions

**Advancement and Alumni**

- Secured 81% of funds required to meet Kawartha Trades & Technology Centre campaign goal
- Recruited and supported a 65 member KTTC Campaign Cabinet consisting of high profile individuals from within the college's catchment area. The scope of expertise and network of contacts held by the Campaign Cabinet allows for, not only the successful acquisition of funds, but a greater awareness about opportunities within skilled trades as a rewarding and exciting career path
- Developed and began to operationalize a two-year strategic plan for the Alumni Advisory Council to build awareness about the scope of services and opportunities available to alumni, to foster engagement and to develop partnerships and alignment between work/employee groups, alumni, current and prospective students and student leadership councils

We continue to improve our ability to deliver personalized and enhanced learning experiences for students, to lay a strong foundation of innovation and accomplishment, to gain efficiencies and productivity and to create a dynamic working and learning environment for students and employees.

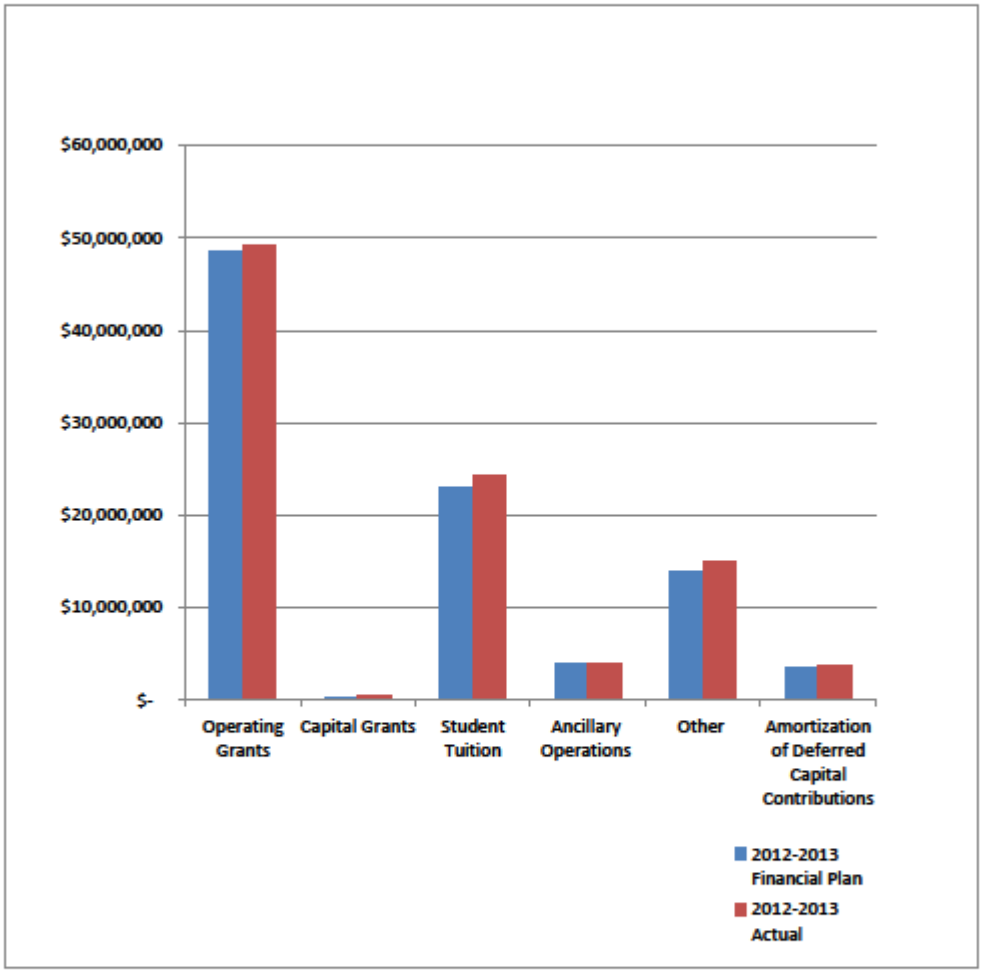
## Analysis of Financial Performance

**SIR SANDFORD FLEMING COLLEGE**

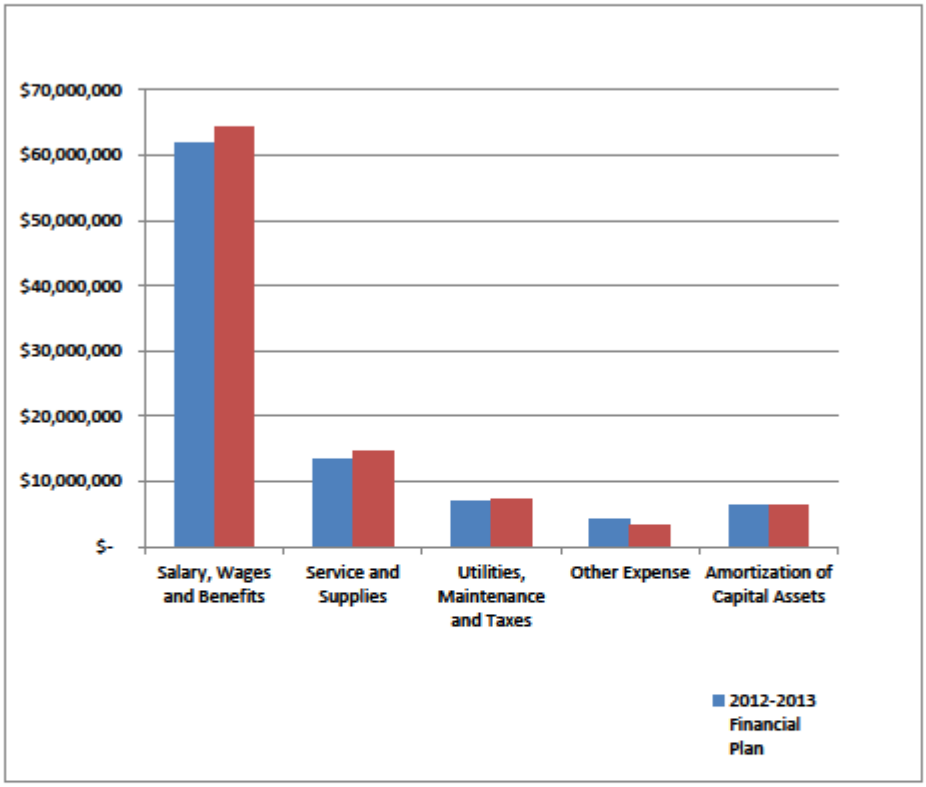
**COMPARISON OF REVENUES & EXPENSES**

| | 2012-2013 Financial Plan | 2012-2013 Actual | 2011-2012 Actual |
|---|---|---|---|
| **REVENUE** | | | |
| Operating Grants | $ 48,514,783 | $ 49,230,850 | $ 48,159,015 |
| Capital Grants | 209,455 | 405,686 | 372,146 |
| Student Tuition | 22,933,339 | 24,350,419 | 21,491,768 |
| Ancillary Operations | 3,933,956 | 4,008,261 | 3,862,767 |
| Other | 13,832,878 | 15,006,144 | 13,964,812 |
| Amortization of Deferred Capital Contributions | 3,639,964 | 3,774,027 | 3,778,288 |
| Adjustment of deferred derivative liability | | - | 562,000 |
| | 93,064,375 | 96,775,387 | 92,190,796 |
| **EXPENDITURES** | | | |
| Salary, Wages and Benefits | $ 61,856,379 | $ 64,162,830 | $ 61,337,436 |
| Service and Supplies | 13,493,473 | 14,663,148 | 13,539,603 |
| Utilities, Maintenance and Taxes | 7,113,568 | 7,249,776 | 6,712,096 |
| Other Expense | 4,173,187 | 3,201,737 | 3,781,519 |
| Amortization of Capital Assets | 6,427,768 | 6,271,950 | 6,058,029 |
| | 93,064,375 | 95,549,441 | 91,428,683 |

**SIR SANDFORD FLEMING COLLEGE**
**COMPARISON OF REVENUES - 2012-2013 BUDGET TO ACTUAL**



**SIR SANDFORD FLEMING COLLEGE**
**COMPARISON OF EXPENDITURES - 2012-2013 BUDGET TO ACTUAL**



## 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-2013.pdf**

## Appendix C
## KPI Performance Report

| KPI | FLEMING | | | | | | | SYSTEM | | | | | | | % Diff Fleming vs. System |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2013 % | 2012 % | 2011 % | 2010 % | % Diff 2012 to 2013 | % Diff 2011 to 2012 | % Diff 2010 to 2011 | 2013 % | 2012 % | 2011 % | 2010 % | % Diff 2012 to 2013 | % Diff 2011 to 2012 | % Diff 2010 to 2011 | |
| Student Satisfaction | 76.9% | 77.1% | 74.6% | 78.1% | -0.2% | 2.5% | -3.5% | 77.1% | 76.8% | 76.1% | 76.3% | 0.3% | 0.7% | -0.2% | -0.5% |
| Graduate Satisfaction | 79.9% | 79.4% | 77.9% | 79.6% | 0.5% | 1.5% | -1.7% | 80.0% | 78.9% | 79.1% | 79.8% | 1.1% | -0.2% | -0.7% | -0.6% |
| Employer Satisfaction | 93.8% | 92.8% | 94.7% | 91.7% | 1.0% | -1.9% | 3.0% | 93.4% | 92.8% | 93.2% | 93.0% | 0.6% | -0.4% | 0.2% | 0.4% |
| Employment Rate | 84.3% | 82.0% | 82.4% | 85.0% | 2.3% | -0.4% | -2.6% | 83.6% | 83.0% | 83.0% | 84.8% | 0.6% | 0.0% | -1.8% | 1.7% |
| Graduation Rate | 65.7% | 66.5% | 66.7% | 66.6% | -0.8% | -0.2% | 0.1% | 64.8% | 65.0% | 64.2% | 65.0% | -0.2% | 0.8% | -0.8% | -0.6% |

*n/a - information Not Available at time of report preparation.*
*% Diff Fleming vs. System shows Fleming's change in KPI score from 2012 to 2013 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.*

*Prepared by: Fleming Data Research*

Updated May 14, 2013

## Appendix F
## List of Governors

### 2012-2013 BOARD OF GOVERNORS
### SIR SANDFORD FLEMING COLLEGE

### September 1, 2012 through August 31, 2013

**Peter McLean**
*Board Chair*
Peterborough

**Joan Ross**
*Board Vice-Chair*
*Chair, Executive Committee*
Cobourg

**Bill Astell**
Peterborough

**Tim Degeer**
*Chair, Finance & Property Committee*
*Chair, Audit Committee*
Haliburton/Wilberforce

**Mark Dockstator**
*Chair, Human Resources Committee*
Peterborough/Oakville

**Lawrence (Lawrie) Gulston**
Academic Staff Governor

**Heather Kerrigan**
Support Staff Governor

**Susan (Sue) Kloosterman**
Administrative Governor

**John Mackle**
Lakefield

**Karen Maki**
*Chair, Academic & Student Affairs Committee*
Peterborough

**Dana Merrett**
Peterborough

**Jim Nesbitt**
Lindsay

**Edward (Ed) Sexton**
Student Governor

**Mary Anne Shill**
Lakefield

**Dan Stanford**
Peterborough

**Lori Sutcliffe-Geens**
*Chair, Advancement Committee*
Cobourg

**Tony Tilly**
College President

# Appendix G

## *President's Advisory Council 2012-2013 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*

| | |
|---|---|
| **Background**<br>• Purpose of this report/request<br>• History<br>• 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.<br><br>At Fleming, advisory college council is known as the President's Advisory Council. |
| **Action Required**<br>• for Information<br>• for Discussion | The Binding Policy Directive also states that a report from this advisory shall be included in each college's annual report.<br><br>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 students and staff to provide valuable insight to the president on the challenges and successes of the College. |
| **Considerations, Impacts and Options** | The President's Advisory Council met seven times in 2012-2013 and covered a significant number of topics. Members provided feedback, consulted and reported to their respective constituencies on the following topics:<br>• Fleming College Strategic Mandate Agreement – developed as a result of the province's consultations addressing postsecondary education related to innovation, differentiation, and maintaining and improving productivity while containing costs.<br>• Frost Campus Vision 2011-2015 identified six priorities to take the Campus to the next level.<br>• A memorandum of understanding between Fleming and |

| | |
|---|---|
| | three northern colleges was signed to signify a collaborative approach to provide a broader range of learning opportunities.<br>• Objective #2 of Fleming's Strategic Mandate Agreement has proposed Frost Campus become an Ontario Centre of Excellence in environmental and natural resource sciences.<br>• Challenges facing students in terms of balancing academic and personal workloads, cost of education and navigating College services.<br>• Progress of the new Kawartha Trades and Technology Centre.<br>• Activities and challenges at Haliburton and Cobourg Campuses.<br>• Development of Fleming's five-year Sustainability Plan.<br>• Operational procedures, e.g. class cancellation, academic regulations, counselling, and college services.<br>• Hosted an "open forum" led by a panel of four students discussing mobility trends open to the college community.<br>• E-Learning strategies and innovative possibilities to enrich students learning.<br>• Analysis of results of the 2013 Key Performance Indicators (KPI) Survey. |
| • risk<br><br>• summary | The capacity for communication between the president and 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.<br><br>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. |
| **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. |
| **Prepared by** | Secretary, President's Advisory Council |