



# Fleming College

Annual Report  
2015

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*APPROVED: by the Board of Governors, May 27, 2015 #4*

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## Introduction

Fleming College is pleased to present its Annual Report for 2014 – 2015. As indicated in this report, we have successfully achieved the majority of the objectives established at the beginning of the year by being innovative and focused, while keeping an eye on quality, efficiencies and excellence in execution.

Our work this year is highlighted by a number of accomplishments related to the student experience, growth and sustaining a strong working environment. We have achieved enrolment targets, launched the Kawartha Trades and Technology Centre, increased international enrolment and introduced a gated new program process. We have made improvements in the student experience and provided relevant development for our staff. We have exceeded the provincial Key Performance Indicator (KPI) average for Employer Satisfaction and Student Satisfaction and enjoyed all of those accomplishments while still making sure we are financial viable.

We have just completed a new strategic plan that will provide the guidance for us to continue to deliver seamless, personalized learning to students as we enhance creativity, continuous improvement and integration across divisions.

We are proud of our accomplishments this year and look forward to achieving strong results next year so that we provide the best and most comprehensive learning experience to students possible.

June, 2015

On behalf of the Board of Governors of Sir Sandford Fleming College, I am pleased to submit the College's 2014-2015 Annual Report.

Fleming College is in the process of completing its final year of an existing five year strategic plan and is currently developing a new three-year strategic plan that has as its center our Strategic Mandate Agreement (SMA).

Our Board believes in strategic planning, excellence in implementation 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 were designed to differentiate the student experience, enhance partnerships and improve performance and productivity. We not set relevant, stretch objectives for ourselves, but that we also follow through with relevant, annual measurements of process. Every year we look to enhance our ability to continuously improve while ensuring financial viability.

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

We appreciate this process and have placed the SMA at the center of our Business Plan while using the Annual Report as a report card on our progress. Our goal is to be creative as we strive to continuously improve.

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

A handwritten signature in cursive script that reads "Joan Ross".

Joan Ross  
Chair, Board of Governors

June, 2015

Along with Board Chair Joan Ross and the Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2014-2015 progress toward our Fleming College Strategic Plan.

The report highlights several areas of progress. The College has focused on aspects of our Core Promise which we believe focuses not only on enhancing learning but also producing graduates who bring very positive qualities to the workplace and to their community and country. This belief has been substantiated by employees and there is more to do.

The College has continued to work hard on creating an excellent working environment and has designed creative development offerings uniquely tailored to the needs of specific employee groups. Structural redesign has also created opportunities for internal talent.

After several years of enrolment growth, Fleming College's funded enrolment continues to be 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.

We have also worked hard at ensuring financial viability and will take a long-term look at how we re-imagine the work we do including enhancing growth, revenues and efficiencies. This will be an integral part of our Strategic Plan. An important aspect of our success that will continue to be a focus for us is partnering with potential employers and educational institutions has been and will be a focus for the College.

Another aspect of financial viability is to consistently improve both effectiveness and efficiency and, in this regard, the College has undertaken a number of Lean projects with strong results including better service to students and more focused academic learning outcomes. We will continue this work along with delivering the objectives of our newly developed Business Plan and finalize a new Strategic Plan.

In summary, 2014-2015 has been a time for investment in people, facilities and services, while being careful regarding where we put our focus so that we can deliver financial viability. Further it has been a time to look at what we do and how we do it and make plans to reinvent our work. I am pleased to submit this Annual Report with its description of areas of focus, progress and achievement.



*G. A. Tilly*  
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.

### **The Fleming College 2014-2017 Strategic Mandate Agreement**

- Builds on our strengths and the vital role we play in the regional economy
- Outlines how we will maximize access and quality for our student population
- Affirms program strength in natural resources and environmental sciences, trades and technology and arts and heritage
- Commits to affordability and sustainability in the current economic environment
- Reflects our intention to make a unique contribution to Ontario's PSE system

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

### **Strategy 1.1**

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

#### **Objectives:**

Successfully implement both Work Integrated Learning and Applied Learning Enhancement strategies consistent with our SMA. Success will be demonstrated by Key Performance Indicator (KPI) scores (for questions 21 through 23) at or above the provincial standard.

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

Develop a solution for increasing space requirements for applied learning projects across the College's academic programs. Success will be measured by developing collaborative strategies across the Academic division and the provision of suitable facilities to accommodate all planned program needs in an acceptable manner.

#### ***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:**

Continue development and implementation of KPI improvement initiatives with a minimum of 60% of the student learning experience KPI ratings as 'above average' and at least 40% rated as 1st quartile provincially.

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

Implement a successful integrated planning process with the measures of success being an approved set of criteria and metrics that facilitate program prioritization and resource allocation, and an approved integrated approach to the development of a new strategic plan.

#### ***Exceeded Target***

### **Strategy 1.4**

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

#### **Objectives:**

Establish a cross functional steering committee made up of students, staff and faculty to review, revise and make recommendations for changes to the Student Rights and Responsibilities Policy and Procedures. The measure of success will be an approved policy and clear procedures.

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

Establish a committee of administrators, faculty and staff to look at improving out of class tutoring and academic support services to students. Success will be measured by having a tutoring plan that is supported by the academic programs and several pilot courses running in the fall semester.

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

Ensure that all College programs are in full compliance with the Program Quality Assurance Process Audit (PQAPA) quality assurance criteria and demonstrate good quality standing. Success will be measured by 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" as well as the achievement or maintenance of full accreditation standing in all applicable programs.

#### ***Exceeded Target***

### **Strategy 1.5**

Develop an eLearning strategy that prepares our graduates for lifelong learning.

#### **Objectives:**

Develop a 3-year implementation action plan to meet the goals of the existing eLearning strategy. Success will be measured by attainment of the identified eLearning goals.

***Partially Met Target*** – Plan to renew eLearning strategy has been included in the 2015-16 Business plan.

Implement a Geomatic Information System hybrid program delivery model that scales across the Frost software platform to enable broader adoption. The measure of success will be that IT Virtualized Delivery Infrastructure and classroom technology is fully implemented for the September 2014 Geomatics Pilot Delivery.

**Partially Met Target** – Internal pilot is underway. Full debrief and evaluation including plan for fall launch to be developed.

### **Strategy 1.6**

Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the KPI of Employment Rate as well as program-related employment, credential recognition and transfer as means for measuring success.

#### **Objective:**

Develop opportunities that foster interaction with a network of internal and external industry leaders aligned to current programs and students. The measure of success will be stronger mentorship by internal and external industry leaders through the development and implementation of events to encourage current student interaction with mentors.

**Partially Met Target** – All events will be completed by Summer, 2015.

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

### **Strategy 2.1**

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

#### **Objectives:**

Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 2% over the previous year in student satisfaction, for services not already in the 1st quartile.

**Met Target** – on facilities with an increase of at least 2%

**Partially Met Target** – in Services with 8 enjoying an increase of at least 2% and 4 not increasing (bookstore, Registrar, health and financial aid)

**Met Target** – on overall quality of services with an increase of at least 2%

Establish and implement a plan with cross college involvement to improve our Orientation program by placing a greater focus on school spirit and social integration and improving how we provide timely information to new students. Success will be measured by having an inventory of current programming and services, a survey of students on what would help and an established orientation committee that will make recommendations for fall 2014.

***Met Target***

Increase awareness of the service and involvement of students in activities that are recognized through the Co-curricular Record (CCR), following the launch in winter 2014. Success will be measured by having an increase of 20% of approved activities and students involved in CCR and a completed assessment of the initial year of CCR.

***Met Target***

Assess the Career Services brand internally including current resources to support implementation of a communications and promotional plan that will increase awareness of the services we provide to students, staff, alumni and employers. Success will be measured by having updated promotional materials for students, alumni and employers.

***Met Target***

Develop a strategy to engage Fleming College male students and staff in initiatives that support healthy masculinity and prevention of violence against women. Success will be measured by having the program developed, launched and staff and students trained in mentoring for other men on campus.

***Exceeded Target***

Complete facility improvement projects to improve student satisfaction that include priority deferred maintenance projects such as theatre seating upgrades at Brealey; washroom renovations at Brealey and Frost; roof repairs including the replacement of the Steele Centre roof at the Brealey campus; and many safety related improvements. Success will be measured by these projects being successfully completed on time and on budget.

***Met Target***

In consultation with Student Administrative Council/Student Association continue to upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades and smart group study spaces. Work with Academic Leadership to finalize and implement eLearning goals.

***Partially Met Target*** – Portal updates ongoing, Frost Learning Commons upgrade complete, Brealey Learning Commons upgrade not required. Prototype of a collaborative communications platform was demonstrated at Executive Leaders Team.

Technology Group being finalized and e-Learning goals will be developed in tandem with the Academic e-Learning plan in the spring/fall.

Implement the Registrar's Office and Continuing Education Operations systems priorities identified in the Registrar's Office plan designed to increase automation and efficiency. Success will be measured by feedback from staff and students and successful implementation of related activities.

***Exceeded Target***

Through Fleming Data Research provide data, and institutional research support for the effective measurements needed for integrated planning and for the reporting requirements from the Ministry.

***Met Target***

Move the newly designed credit transfer process to the next level by incorporating EDI improvements, system modifications and policy changes. Success will be measured by feedback from staff and students.

***Met Target***

Implement enhancements to the diploma generating process to improve efficiency and effectiveness. Success will be measured by feedback from faculty and staff.

***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.

**Objectives:**

Complete a comprehensive review and consolidation of the new IT platform across all systems and users to provide feedback and the basis for the next IT three-year roadmap. The measure of success will be completion of the comprehensive evaluation by October 30th, 2014 and a 3-year roadmap completed and validated by March, 2015.

***Met Target***

Complete Major Systems initiatives (Database Split, Tuition Framework, Financial Health and Sustainability Grant projects, Productivity Innovation Fund – Integrated Program Planning data sources, Credit transfer). The measure of success will be that priority setting be completed by April 30, 2014 and that approved projects will be completed on-time and on-budget throughout the 2014-15 fiscal year.

### ***Met Target***

Implement core IT infrastructure and classroom/Lab technologies and integrate KTTTC into the College IT systems. The measure of success is to complete the Lab and classroom upgrades by September 2014 and the Core Switch infrastructure upgrades by March 31, 2015.

### ***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:**

Utilize the outdoor aspects of the Frost and Sutherland Campuses to promote healthy activities for staff and students. We will maintain and promote the use of the existing trails. Success will be measured by having trail signage and a maintenance plan for the trails at both campuses. The soccer fields will be used during the Sutherland Campus Orientation events.

### ***Exceeded Target***

Examine ways of improving our services to students in our Libraries by looking at the best use of the space and partnering with the Academic Schools. Success will be measured by having several courses working in a proactive way with the Libraries to prepare to assist students with assignments.

### ***Met Target***

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

### ***Met Target***

Complete the development of a comprehensive Campus Master Plan for the Frost Campus in Lindsay. Success will be measured by this plan being successfully completed on time and on budget and providing sound strategic direction for the development of the Frost campus for the future.

***Partially Met Target*** – Project awarded to vendor later than expected. Completion date has been adjusted to June, 2015.

### **Strategy 2.4**

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

#### **Objective:**

Develop and implement a cross cultural training session that can be delivered to students and staff that would contribute to the support of international students from various countries. Success will be measured by at least two sessions being held and favourable satisfaction ratings from participants.

***Exceeded 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:**

Continue progress on our 5-year plan towards achieving a silver STARS rating (or higher) by 2015.

***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.

#### **Objectives:**

Implement the Year 2 College Operational Action Plan for the Fleming College Sustainability Plan (2013-2018).

***Met Target***

Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implement a Data Retention and Archiving Policy and complete the business plan to transition to a corporate staff portal and electronic document management in 2015-2016.

***Met Target***

**Strategy 3.3**

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

**Objective:**

Increase the number of sustainability-focused and sustainability-related courses across our curriculum by 50%. Double the scope of sustainability-focused and/or sustainability-related courses across our curriculum.

***Met Target***

**Strategy 3.4**

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

**Objectives:**

Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by participating on working groups, and supporting or co-hosting provincial technology showcases and conferences.

***Met Target***

Meet all current research obligations and deliverables as per funder expectations and contracts. In addition, achieve ISO 17025 accreditation and secure NSERC Industrial Chair funding.

***Partially Met Target*** – All research obligations and deliverables met. ISO17025 accreditation delayed until August, 2015. Received two very competitive NSERC grants. Did not secure NSERC Chair, but will resubmit in October, 2015 and this has been included in the 2015-16 Business Plan.

Implement the Technical Access Centres (TAC) grant as the platform for the next stage of applied research development. Success will be measured through the successful completion of specific projects.

***Met Target***

### **Strategy 3.5**

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

#### **Objective:**

Expand the scope and scale of our current sustainability-related community-based applied learning opportunities. To increase sustainability-related applied learning experiences by 10% and build on the success of applied projects both in SENRS and the School of Justice and Business Studies to facilitate more student projects both on campuses and in the community supporting the community sustainability plans in the City of Kawartha Lakes and Peterborough.

***Met Target***

## **4.0 Growing with Positive Results**

### **Strategy 4.1**

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

#### **Objectives:**

Successfully implement the 2014-15 Enrolment Plan and develop the Official Enrolment Plan for 2015/16. Success will be measured by achievement of the enrolment targets and approval of the 2015/16 Plan.

***Exceeded Target***

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

***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).

***Met Target***

Support the brand positioning for the Frost Campus/School of Environmental & Natural Resource Sciences as a Centre of Excellence through marketing and communications projects. Meet enrolment targets for the Frost Campus.

***Met Target***

Develop and implement marketing initiatives in support of programs and career paths in the Technology and Trades fields coincident with the opening of the new Kawartha Trades and Technology Centre. Internal and OCAS data will be measured to determine success against these marketing goals.

***Met Target***

Launch a new college website prior to the fall recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design feature to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a >3% increase in traffic as well as improvements in response time, bounce rates and time.

***Partially Met Target*** – Deferred to summer, 2015. New objective has been included in 2015-16 Business Plan.

Work in partnership with Student Recruitment and the Liaison Officers to assist with recruitment efforts to help the college to realize growth targets. Where possible (i.e. at Open House, at presentations with high schools or education fairs), provide alumni who can speak to their Fleming College experience and the career success their Fleming College education has afforded them.

***Met Target***

Implement international development strategies including expansion of the Brazil initiative, increased recruitment activities in the China market, and continuation of recruitment efforts in India. Success will be measured by meeting international enrolment targets included in the enrolment plan.

***Exceeded Target***

Increase the enrolment of upper semester direct entry students. Success will be measured by meeting targets set out in the enrolment plan.

***Met Target***

Design and implement strategies to begin to move Fleming along the internationalization continuum. Success will be measured by implementation of effective strategies and staff and student feedback.

***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:**

Continue to pilot sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. A pilot of sales tools is underway, marketing automation tools are to be added by end of the 2014-15 fiscal year.

***Met Target***

Implement systems improvements designed to increase the automation of domestic and international application processes and enhance service to students. Success will be measured by feedback from students and meeting enrolment targets.

***Met target***

**Strategy 4.3**

Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.

**Objectives:**

Support new program development through the acquisition of in-kind donations of equipment. Targets for in-kind equipment acquisitions will be set once the 2014/15 capital equipment lists have been reviewed.

***Met Target***

Implement a “Gated Product Development Process” for new program development that aligns with Fleming’s strengths as identified in our Strategic Mandate Agreement. Success will be measured by development of up to 10 new programs. New programs will focus on “Differentiation” and the “Fit with Fleming”.

***Met Target***

**Strategy 4.4**

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

**Objectives:**

Increase and expand water sector online and eLearning offerings. Success will be measured by having all CE/CT water courses offered through online or eLearning.

***Met Target***

Continue leadership of the Canada-India Water Training Consortium and secure training partnership contracts in India. Success will be measured by securing and delivering at least 5 contracts/training activities in India this year.

***Met Target***

**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:**

Through community engagement opportunities, actively promote services within the college that could support economic development efforts within organizations in the community (i.e. Career Services, Contract Training, Continuing Education, Lean Academy) as a means to enhance donor/donor prospect relationship management.

***Met Target***

Work with City of Kawartha Lakes' Water Research and Innovation Network (WRain) to assist companies with economic development objectives in the water sector.

**Partially Met Target** – WRain as an organization is in transition; consequently the College's relationship with WRain will be re-examined.

Fulfill our role as a co-delivery agent for Environment Canada's Environmental Technologies Verification (ETV).

**Met Target**

Increase apprenticeship programs offered at Fleming College. Goal attainment will be measured by successful regional expansion of employer participation in apprenticeship programming.

**Partially Met Target** – Number of apprentices increased, but not number of programs.

### **Strategy 5.2**

Fully realize the vision of the Kawartha Trades & Technology Center (KTTC) to address immediate and long-term needs and opportunities.

#### **Objectives:**

Complete Phase II (\$250,000 Student Financial Assistance Funding) of the KTTC campaign.

**Exceeded Target**

Successfully implement programming and partnerships to support the launch of the KTTC. Success will be measured by continued growth in partnerships from local industry and a successful launch of the KTTC in the Fall of 2014.

**Met Target**

### **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:**

Expand applied research activities in health sciences. Success will be measured by securing new funding for applied research in this area.

**Met Target**

### **Strategy 5.5**

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

***Partially Met Target*** – Event focus shifted to attendance at a provincial event resulting in panel presentation at Higher Education Quality Council of Ontario Symposium.

#### **Objectives:**

Develop and implement a plan to secure funds for programs and services to support Aboriginal learners achieve success.

***Partially Met Target*** – Plan has been developed but is not yet approved. Deadlines and timelines will be reviewed with stakeholders for plan approval.

Broaden our service commitment to Aboriginal students through a more formal partnership with the College's Health Services and First Generation staff. Success will be measured by hosting one event for Aboriginal First Generation students and their parents to talk about career opportunities at the post-secondary level and increased health information specific to improving health outcomes for Aboriginal populations.

***Met Target***

### **Strategy 5.6**

Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.

#### **Objective:**

Through the annual employee campaign acknowledge philanthropic efforts of Fleming College employees to cultivate a greater culture of philanthropy within the college.

***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:**

Champion a focussed, comprehensive development program that includes differentiated offerings, integrated learning and individual development plans. Effective implementation of the plan, strong participation rates and the achievement of business plan objectives will be the measures of success.

***Met Target***

**Strategy 6.2**

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

**Objective:**

Create and implement solutions that address deficiencies identified through our Employee Engagement survey, tackling the initiatives that will have the biggest impact first. Success will be measured through staff focus groups, leader check-ins and a majority of leaders achieving 'fully successful' or 'above' performance ratings on their related leadership objectives.

***Met Target***

**Strategy 6.3**

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

**Objective:**

Pilot stronger integration between the Academic and Student Service areas, where appropriate, to better deliver our Core Promise to students. Successful development of integrated initiatives will be the measure of success.

***Met Target***

**Strategy 6.4**

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

**Objective:**

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

***Met Target***

**Strategy 6.5**

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

**Objective:**

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

***Exceeded Target***

## Analysis of Operational Performance for 2015

The achievements this year, when looked at in an integrated fashion demonstrate excellence in delivering the student experience, innovation and achievement. They lay a strong foundation for success next year.

### Student Services

- Established early connections with incoming students through cross college involvement in our Orientation program. Placed greater focus on school spirit and social integration and provided more timely information to students.
- Successfully opened the fully-functioning Kawartha Trades & Technology Centre September 4, 2014 on schedule and on budget. Successfully provisioned the KTTC technical infrastructure and classroom technology.
- Promoted and developed a safe and inclusive community by engaging Fleming College male students and staff in initiatives that support healthy masculinity and prevention of violence against women. Developed a sexual assault and sexual violence policy. Enhanced the inclusive community by moving the Aboriginal Lounge and strengthening ties between First Generation programming and Aboriginal programming.
- Supported new program development across the College through identification and acquisition of in-kind donations of equipment
- Completed Phase II of the KTTC campaign (Student Financial Assistance Funding) successfully.

### Growth

- Achieved overall enrolment targets in a challenging context, including record full-time enrolment at Haliburton School of The Arts
- Launched the Kawartha Trades and Technology Centre and achieved related enrolment success in Trades and Technology programs.
- Increased International enrolment by 49% over the previous year
- Established a gated process that brought increased creativity, more rigor, and greater accountability to new program development creating greater opportunity for cross-school collaborations with a strong emphasis on creating winning program clusters.

## Strong Working Environment

- Developed focused and differentiated development offerings for each employee group and created opportunities for secondments into new developmental roles.
- Created a plan to improve specific areas of employee engagement such as the design of a stronger recruitment process to attract top talent. Reorganizations were developed to maximize talent and strategically place resources. A more streamlined contract faculty process was implemented.
- Improved College processes and continued to realize efficiencies needed for future cost avoidance through formal and informal Lean processes in both the service and academic areas and provided internal and external Lean Training.
- Introduced efficiencies to positively impact international, financial aid, records and continuing education business processes.
- Ended the year with a small surplus through strong financial management despite significant fiscal challenges such as an unplanned environmental contamination remediation project.
- Incorporated an integrated planning process that facilitates program prioritization and resource allocation.
- Exceeded the provincial KPI average for Employer Satisfaction and Student satisfaction by achieving 88.7% overall satisfaction for capstone question #13 and 82.6% for capstone question #24 pertaining to program quality.
- Decommissioned a large legacy Novell environment and implemented a new Call Manager phone system including the launch of Jabber.
- Acquired a Web Registration Module through collaboration between IT, the Registrar's Office and consultants.

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

## Appendixes

- A.** Report-back on Multi-Year Accountability Agreement – to be provided in September in compliance with the MYAA Report Back timelines
- B.** Audited Financial Statements and Analysis of College’s Financial Performance
- 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-2015.pdf>

## Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE

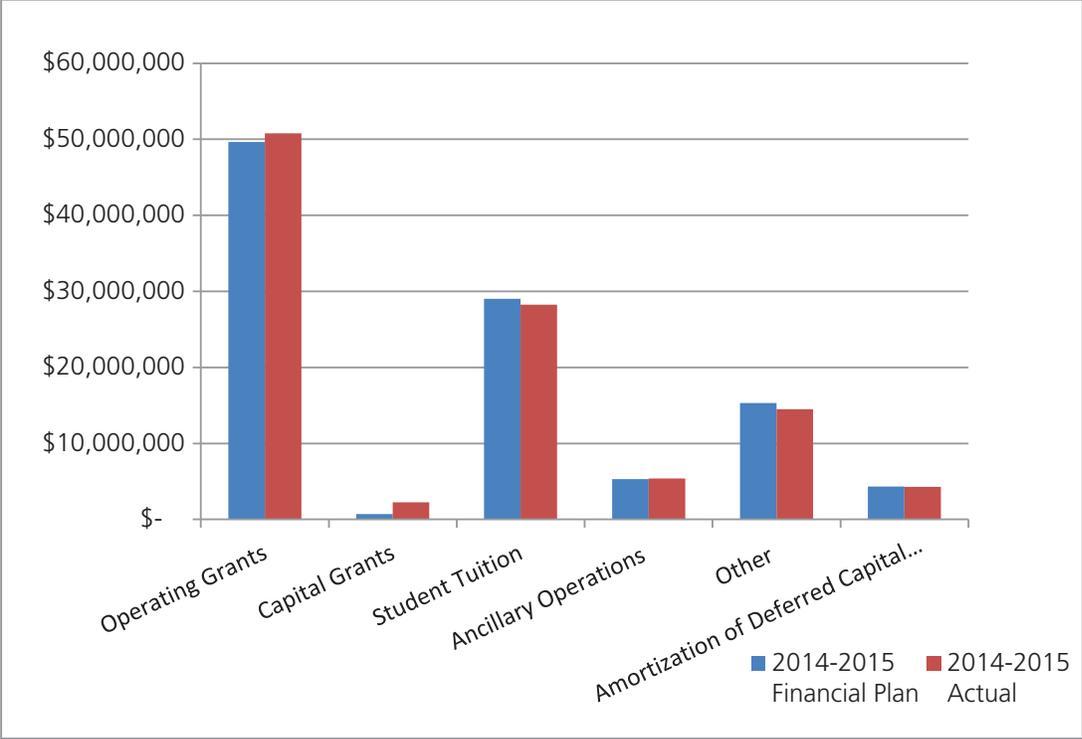
COMPARISON OF REVENUES & EXPENSES FOR 2014-2015

	<b>2014-2015 Financial Plan</b>	<b>2014-2015 Actual</b>	<b>2013-2014 Actual</b>
<b>REVENUE</b>			
Operating Grants	\$ 49,645,060	\$ 50,784,722	\$ 51,165,916
Capital Grants	719,676	2,243,484	559,075
Student Tuition	29,017,578	28,266,517	26,918,148
Ancillary Operations	5,320,584	5,387,485	5,121,803
Other	15,301,519	14,510,939	13,971,213
Amortization of Deferred Capital Contributions	4,311,270	4,306,577	3,571,423
	<hr/>	<hr/>	<hr/>
	104,315,687	105,499,724	101,307,578
<b>EXPENDITURES</b>			
Salary, Wages and Benefits	\$ 70,061,143	\$ 70,012,265	\$ 67,927,993
Service and Supplies	15,742,656	17,102,254	15,058,624
Utilities, Maintenance and Taxes	8,499,358	8,315,578	8,556,325
Other Expense	3,489,796	3,333,963	4,031,517
Amortization of Capital Assets	6,522,734	6,429,000	5,669,138
	<hr/>	<hr/>	<hr/>
	104,315,687	105,193,060	101,243,597
<b>Excess of revenue over expenditure</b>	<b>\$ -</b>	<b>\$ 306,664.0</b>	<b>\$ 63,981.0</b>

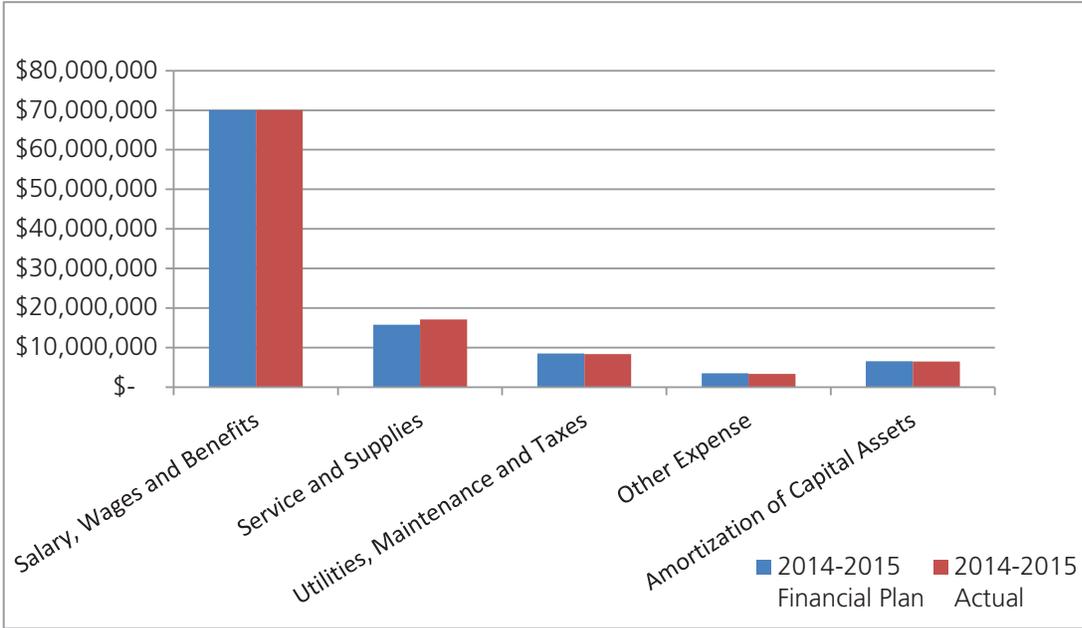
# Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE

## COMPARISON OF REVENUES - BY SOURCE - 2014-2015 BUDGET TO ACTUAL



## COMPARISON OF EXPENDITURES - BY CATEGORY - 2014-2015 BUDGET TO ACTUAL



## Appendix C

KPI	FLEMING					SYSTEM					% Diff Fleming vs. System
	2012/13 %	2013/14 %	2014/15 %	% Diff 2012/13 to 2013/14	% Diff 2013/14 to 2014/15	2012/13 %	2013/14 %	2014/15 %	% Diff 2012/13 to 2013/14	% Diff 2013/14 to 2014/15	
Student Satisfaction	76.9%	77.2%	80.3%	0.3%	3.1%	77.1%	76.3%	76.2%	-0.8%	-0.1%	3.2%
Graduate Satisfaction	79.9%	79.1%	79.8%	-0.8%	0.7%	80.0%	80.1%	80.0%	0.1%	-0.1%	0.8%
Employer Satisfaction	93.8%	92.6%	93.2%	-1.2%	0.6%	93.4%	92.2%	88.1%	-1.2%	-4.1%	4.7%
Employment Rate	84.3%	82.8%	84.0%	-1.5%	1.2%	83.6%	83.4%	84.0%	-0.2%	0.6%	0.6%
Graduation Rate	65.7%	65.4%	66.5%	-0.3%	1.1%	64.8%	65.4%	65.7%	0.6%	0.3%	0.8%

% Diff Fleming vs. System shows Fleming's change in KPI score from 2013/14 to 2014/15 in relation to the system change over the same time. 2014/15 System Graduation Rate does not include Cambrian College - data not available due to technical difficulties.

### Student Satisfaction

Students were included in KPI if they answered all 4 CAPSTONE questions (Q13, Q24, Q39, Q49) and the semester question (Q2). Those in first semester were excluded.

Values represent the percentage of students who were Very Satisfied or Satisfied:

Q13 "OVERALL, your program is giving you knowledge and skills that will be useful in your future career."

Q24 "The OVERALL quality of the learning experiences in this program."

Q39 "The OVERALL quality of the services in the college."

Q49 "The OVERALL quality of the facilities/resources in the college."

### 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

### 2014-2015 Board of Governors of Sir Sandford Fleming College

- **Joan Ross**, Board Chair (Cobourg)
- **Lori Sutcliffe-Geens**, Board Vice-Chair; Chair-Executive Committee (Cobourg)
- **Dana Merrett**, 2nd Board Vice-Chair; Chair-Academic and Student Affairs Committee (Peterborough)
- **George Gillespie**, Chair-Audit Committee, Chair-Finance and Property Committee (Peterborough)
- **Bill Astell** (Peterborough)
- **Rosemarie Jung** (Haliburton)
- **Heather Kerrigan**, Support Staff Governor
- **Susan (Sue) Kloosterman**, Administrative Governor
- **Tyler Krajcar**, Student Governor
- **Nancy Martin-Ronson** (Peterborough)
- **William (Bill) Mateer** (Peterborough)
- **Mike Perry** (Little Britain)
- **Patti Watson**, Academic Staff Governor
- **Tony Tilly**, College President and Board Secretary-Treasurer
- *Three external vacancies*

## Appendix G

### President's Advisory Council 2014-2015 Annual Report

#### SOURCE

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

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#### Background

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

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

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

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#### Action Required

- for Information
- for Discussion

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

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

## Considerations, Impacts and Options

The President's Advisory Council met eight times in 2014-2015 (as per published schedule) and covered a significant number of topics. Members provided feedback, consulted, participated in education/information sessions and reported back to their respective constituencies on the following topics:

- Enrollment Update – The School of Trades and Technology and International enrollment contributed to significant intake growth. From a provincial perspective, postsecondary enrollment is down 2%.
- Consulted on the College's draft White Paper on the development of the College's next strategic plan.
- College reorganization and leadership role changes were highlighted.
- Hosted two open forums, one at the Sutherland Campus (fall term) and one at the Frost Campus (winter term). A debate format was adopted for staff and students to discuss a topic relevant to each campus. Sutherland's debate focused on acceptable student behaviour and whether it is the College's role to set and enforce standards in language, dress and respectful interactions. Frost Campus debate focused on hunting in Canada – necessary for ecosystem balance or outmoded model for wildlife management conservation? Standing room only, students and staff heard arguments for and against that generated lively debates.
- Frost Campus was profiled. Highlights included its position as a Centre of Excellence with areas of strength, areas for growth and focus on expanding co-op programs.
- International Student Services was profiled. Highlights included the many services offered from orientation to information sessions to community events. A new initiative, the International Education Committee was introduced. It has a mandate to establish, monitor, and champion Fleming's internationalization strategy.
- Marketing and Student Recruitment was profiled. Highlights included the changing landscape in

postsecondary student recruitment. Declining high school enrollment is a challenge with increased competition in a shrinking market. Recruitment strategies included promoting the Trades and Technology programs in Fleming's state-of-the-art Kawartha Trades and Technology Centre; and focussing on specialized programs at Frost and Haliburton Campuses.

- The Office of the Vice-President Academic was profiled. Highlights included an overview of the newly formed Academic Council and how it aligns with President's Advisory Council. A demonstration was provided on how to navigate the new pathways and credit transfer web site. As part of the Academic Plan this initiative was built to ensure pathways is a focus for Fleming and to make information as accessible as possible for the public.
- A summary report of the 2015 Key Performance Indicators (KPI) Survey was presented. Scores indicated clear improvements in the year-to-year results with an upward trend in student satisfaction and the College performing significantly better than the provincial average. Reference material included the online College's Ontario provincial report and an all-staff email message from President Tilly. Detailed Fleming results were discussed.

- risk

The capacity for communication between the president, students and staff would be greatly diminished if Council did not exist; the president would not have the opportunity to hear valuable insights from students and staff about the College's successes and challenges. A core strength is the information sharing that exists amongst constituents.

- summary

The President's Advisory Council is a corporate body that deals with issues that affect the entire College. It provides a link to help keep the College community informed about projects and initiatives. Feedback, suggestions and recommendations are shared with the College's Executive Leaders Team for information and/or follow-up. PAC is an approved activity for the Co-Curricular Record, a service that recognizes students' participation in activities outside of the classroom. Attendance at PAC monthly meetings is excellent and the debates have exceeded expectations.

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**Financial Implications**

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

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**Prepared by**

Secretary, President's Advisory Council