

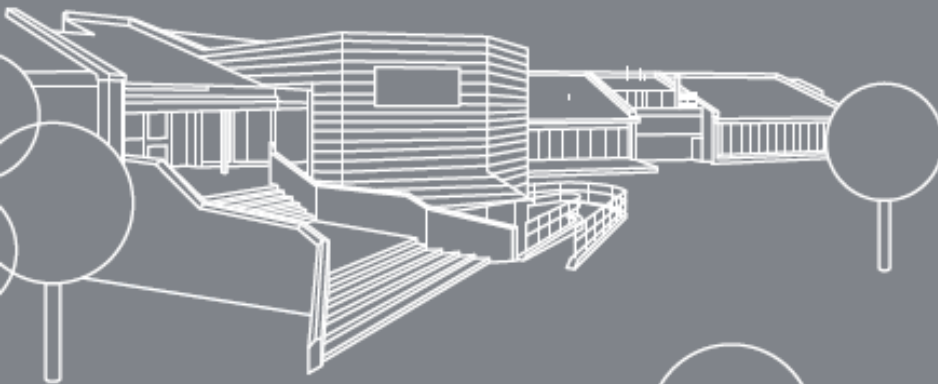
Fleming College

Annual Report

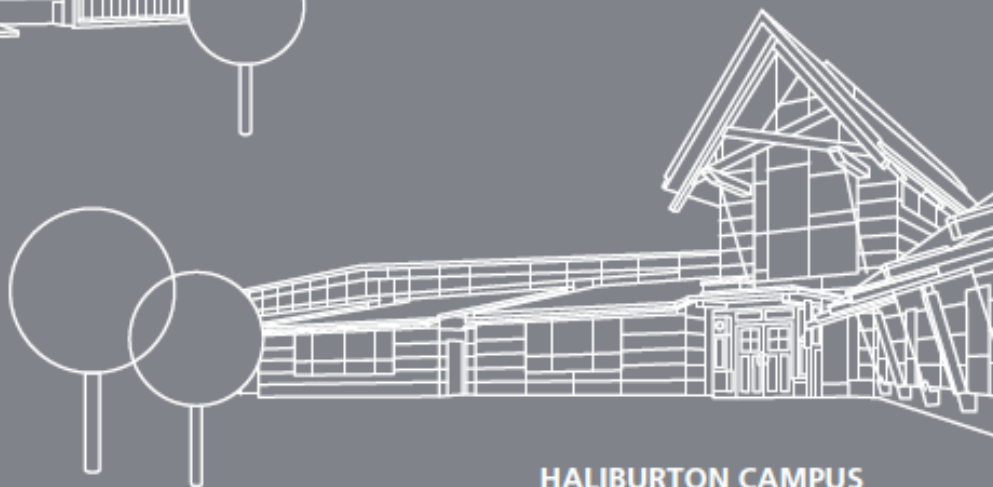
2017/2018



SUTHERLAND CAMPUS
Peterborough, ON



FROST CAMPUS
Lindsay, ON



HALIBURTON CAMPUS
Haliburton, ON



COBOURG CAMPUS
Cobourg, ON

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APPROVED: by the Board of Governors, June 27, 2018

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Introduction

Fleming College is pleased to present its Annual Report for 2017-2018. This report provides a synopsis of our achievements and challenges, which in turn helps us determine the type of continuous innovation and improvement that is needed for the following year.

2017-18 will be remembered as a tumultuous year for all colleges in Ontario and Fleming was no exception. This Report reveals a decline in the number of objectives that were successfully achieved as a result. Our overall business plan performance this year declined by 28% compared to last year, 2016-17. Objective achievement is rated at 82% (17-18) success this year, compared to last year's exceptional performance of 110% (16-17).

Despite a difficult year that included a faculty strike, Bill 148 changes to employment standards and an unexpected influx of international students, we hosted an important site visit for the College Quality Assurance Service audit that occurred in March 2018. The auditors provided feedback in noting that "... the students and graduates (have) an extremely positive perception of faculty and program staff and program quality...they demonstrated to us that the implementation of many of the quality assurance processes are having the desired effects on student success."

This past year, Fleming launched three new full-time programs: *Food & Nutrition Management*, *Applied Planning - Environment*, *Sustainable Waste Management*, and *Personal Support Worker (in Cobourg)*. We also launched a host of new part-time programs: *Hydronics*, *Parts Management*, *Warehouse Worker*, *Leadership in Trades*, and *Blue Seal*.

We continued in the 17/18 year to set objectives that helped us achieve the Strategic Plan 2015-18. The Change Fund initiative was established to provide seed funding for transformational change ideas and look for opportunities to gain a competitive advantage. We completed implementation of our Indigenous Education Protocol and continued with our change project, eight MetaProjects. Over the past two years, the college has engaged in a change initiative that is tightly connected to innovation. During this time, we have seen an increase in the number of bold initiatives in our business plan, stronger project management and financial sustainability, better integration of planning documents and metrics and broad employee engagement. In our third year, we are integrating this work into how we approach challenges and take advantage of opportunities. With the signing of the new Strategic Mandate Agreement 2017-2020, we continue to look for strategic opportunities to differentiate while effectively operationalizing the ideas developed in our new business plan that will enhance student learning, employee development and College success.

June 2018

On behalf of the Board of Governors of Sir Sandford Fleming College, it is my pleasure to present Fleming College's 2017-2018 Annual Report.



During the past year, the Board has been engaged in significant strategic issues, challenges and opportunities with implications that affected Fleming College, our students, and our communities. These include the Faculty Strike in the Fall of 2017, the Ontario College Quality Assurance Service Audit, and strategies concerning a balanced domestic and international strategic enrolment plan. Fleming remains a healthy and vital institution.

The year also saw the finalization of the 2017-2020 Strategic Mandate Agreement (SMA) between Fleming College and the Government of Ontario. The agreement outlines Fleming's commitment to the province to "put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality and globally competitive outcomes for students and Ontario's economy".

This Annual Report provides a detailed and balanced analysis of our aspirations and accomplishments. On behalf of my Board colleagues, I would like to express our appreciation to the Province of Ontario for their ongoing commitment to postsecondary education, and our gratitude to outgoing President, Dr. Tony Tilly, and the entire team of Fleming College employees for their dedication and hard work in positioning the College for the next 50 years' of success.

Finally, I wish to thank and acknowledge the work of my fellow Governors. It has been a pleasure and a privilege to have served as Board Chair this past year.

A handwritten signature in black ink that reads "Dana Empey".

Dana Empey, Chair
Sir Sandford Fleming Board of Governors

June 2018

Along with Board Chair Dana Empey and the Board of Governors of Fleming College, I am pleased to submit this report on 2017-2018 progress toward our Fleming College Strategic Plan. It reflects progress made and milestones achieved over the past year.



Over the last few years, under the current Strategic Plan, the College implemented a change initiative designed to ensure we create and achieve transformational and incremental objectives that demonstrate innovation in the student experience, teaching and learning, differentiation and financial viability.

The College has continued to work hard on creating an excellent working environment. We were successful this year in implementing new Employee engagement strategies, mental health strategies, plus professional development to support our change initiative and the Change Fund to seed innovative ideas.

The Strategic Mandate Agreement (SMA) 2017-2020 was signed this past year and outlines our commitments to differentiation. It will require strategic planning mechanisms that create multi-year roadmaps for success while strengthening our metrics and focuses on longer-term benefits.

We started preparing our planning mechanisms and modelling for the new Corridor Funding Model and Differentiation Funding Envelope to be implemented in the year 2020-21. We anticipate the challenges ahead related to a balance of domestic and international enrolment; however, we have taken steps to develop comprehensive strategies that firmly control these objectives and the impacts on related outcomes. We have also worked hard at ensuring financial viability and this year delivered to the Board of Governors the strongest financial results in the history of the College.

In my last year as President of Fleming College, I reflect on the past 14 years of opportunities, accomplishments, successes and challenges. It has been my privilege to serve as President since 2004. My memories centre on the people – the students, faculty, staff, administrators, board members, industry leaders and community representatives and many colleagues in the Postsecondary Education system of Ontario. My focus as President during my tenure has been on the need for investment in people, facilities, ideas and services while remaining accountable concerning fiscal responsibility. I want to thank the Fleming Community, its many partners, regional and community representatives, the executive team and leaders for embracing the many changes along the past 14 year journey.

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

Tony Tilly
President

Vision, Values and Core Promise

Our Vision

Fleming
More than skills.

Inspired by Sir Sandford Fleming, we are inventive. Fleming will be known for our continuous pursuit of excellence in teaching and every endeavour.

Our graduates will be recognized for exceptional knowledge, skills, attitudes and values on their lifelong journeys of learning and discovery.

We are community focused, yet we play a distinctive role serving Ontario and beyond through our specializations.

Our Values

Learning – knowledge, skills and attitudes – for work and life

Collaboration – with communities and employers, students and each other

Creativity – in teaching and supporting students

Continuous Improvement – to innovate, grow, and excel

Sustainability – for our college and our environment

Inclusiveness – to welcome and value all students and all perspectives

Our Core Promise to Students

Learn (Kendaaswin¹)

You will be empowered to develop both technical and life skills. You will be the architect of your own experience, choosing from an array of exceptional educational and extracurricular opportunities within and beyond the classroom.

Belong (Dibendaagoziwin¹)

There is a special feeling to our campuses. Our faculty and staff members, along with your classmates, welcome, engage and support you as you live, learn and grow as part of our inclusive learning communities.

Become (E-yaawjin¹)

You will be equipped with the tools you need to build a better future – for yourself and for those around you. You will have renewed confidence in your skills, values and capabilities. From here, you can go anywhere.

¹ Ojibwa translation by Elder Shirley Williams

2017-20 Strategic Mandate Agreement

Areas of Differentiation

Like all colleges Fleming focuses on student success, programs and teaching and learning as our core mission. For the purposes of differentiation, we are directing our attention on aspects not common to all colleges.

- **Student Experience**

Fleming already offers a unique student experience characterized by personalized attention, small class sizes, strong identity with the community and a special mix of students from the region together with Indigenous students, international students and students from across the province who choose to relocate and enroll in our specialized programs. We will continue to enrich this personalized approach and develop strategies to attract more non-direct students who value this offer.

- **Innovation in Teaching and Learning**

Fleming is a recognized leader in offering differentiated programs in the fields of Natural Resources and Environmental Sciences. In a world where environmental degradation and climate change represent the biggest challenges to the future of the globe, Fleming has a vital role to play. We will focus investments particularly in strengthening our current programs in this area and complementing them with new programs that will meet the need for skilled and creative workers in these disciplines.

As well, Fleming will invest in new approaches to teaching and learning that increase access and flexibility for learners and offer new opportunities for in-service and second career education that are not limited by time or geography.

We recognize the challenges and opportunities inherent in the emerging technology-driven, knowledge economy. We will offer students increasing opportunities for cross-disciplinary study, experiential learning and career development that are consistent with the recommendations in *Building The Workforce of Tomorrow*.

- **Access and Equity**

Our priorities regarding access and equity reflect our differentiated status as a mid-size college: (a) located outside the Greater Golden Horseshoe; (b) in a region experiencing significant shifts in demographics and labour market conditions; (c) located near growing Indigenous populations; and (d) with a growing international student population. In response, we will implement strategies that make Fleming increasingly accessible to and attractive for non-direct applicants, students needing support bridging to postsecondary education, Indigenous students, and international students.

- **Applied Research Excellence and Impact**

Fleming is an established leader in applied research in wastewater treatment. We leverage our expertise, reputation and partnerships to expand the scope of the current work and to launch the new Centre for Sustainable Municipalities. We will double the number of students and faculty involved in applied research, thereby increasing research capability internally and in the future labour force.

- **Innovation, Economic Development and Community Engagement**

The college will continue to drive innovation, economic development and community engagement in the following ways:

- By pursuing organizational excellence and sustainability internally, thereby growing our influence as an economic engine for the region;
- By increasing our applied research activity, thereby drawing new investment to the region and creating new knowledge and solutions through our research;
- By collaborating with industry and leading agencies in the region to strengthen human resource capacity and organizational performance;
- By involving our staff and students in the institutions that are the main drivers of community health and well-being (health, recreational and social service agencies);
- By our presence in four distinct areas of the region (Peterborough, Lindsay, Cobourg and Haliburton) and in each, playing a catalytic role in convening, educating and creating.

Strategic Priorities

1. Deliver Outstanding Student Learning and Experiences

Objective	Achievement
Goal 1.1: Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment.	
1.1.1. Develop cross-disciplinary simulation scenarios to take advantage of the redesign of labs in 20 programs related to SIF renovated space. <ul style="list-style-type: none"> Academic groups to develop framework for the curriculum changes 	Partially Met Target <i>Strike impeded work. To be completed in Summer 2018</i>
1.1.2. Launch ‘Carbon Reduction’ training opportunities and create related post-secondary programs. <ul style="list-style-type: none"> 2 contract training modules to be developed 	Partially Met Target <i>Strike impeded work. Program development work to be completed in Fall 2018</i>
1.1.3. Develop and implement the first year of a multi-year ‘Open Educational Resources’ (OER) plan to assist with training, teaching and learning	Met Target
Goal 1.2: Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology.	
1.2.1. Create an innovative pilot in <i>Educational Technology Methods</i> for the classrooms of 20 courses (e.g. BYOD - “Bring Your Own Device”, and mobile device teaching).	Partially Met <i>Evaluate program success</i>
1.2.2. Offer 2 workshops for faculty with new teaching methods developed from the 16/17 <i>Pilot Math Labs</i> project.	Partially Met Target. <i>One workshop offered</i>
Goal 1.3: Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation.	
1.3.1. Customize, integrate and streamline the <i>Student Experience</i> by analyzing the student journey from prospect to alumni. Create at least 3 initiatives to be implemented in 18-19 to enhance differentiation (aligned with <i>IP for Services Objective</i> 3.2.1. & 3.2.2.). MP	Not Met Target <i>Strike impeded work. Rescheduled to 18/19</i>
1.3.2. Create a <i>Career Development Road Map</i> to guide students on how to develop essential skills that lead to enhanced employability. <ul style="list-style-type: none"> Identify the specific skills Fleming graduates will be known for as employees and create career-related materials for students. 	Met Target

Objective	Achievement
Goal 1.4: Continue common and core program development with differentiation as a key principle, and expand our leadership role in specialized program areas; Environmental and Natural Resource Sciences, Trades and Technology, Arts and Heritage, and healthcare and Community Services.	
1.4.1 Develop 2 new Post-Secondary programs, for launch in 18/19, in the areas Trades and Technology and Environmental and Natural Resource Sciences, incorporating ‘differentiation’ as a key principle.	Met Target
Goal 1.5: Focus unrelentingly on quality by implementing effective, evidence-based program review and accreditation processes to ensure outstanding student learning.	
1.5.1 Implement program changes identified through the Integrated Program Planning (IPP) processes as well as from Program Advisory Committees to ensure overall vitality and viability of our programming and program mix.	Partially Met <i>Ongoing and Annual Processes</i>
1.5.2. Successfully complete our 2018 Ontario College Quality Assurance Service audit by meeting, CQAAP established standards and requirements.	Met Target
Goal 1.6: Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.	
1.6.1. Implement a communications strategy to provide current students and applicants with their internal and external pathway options and transfer credit eligibility. Create a Student Mobility Map, Pathways materials for students and applicants and develop an early awareness strategy for transfer credit eligibility.	Met Target
Goal 1.7: Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners and clients	
1.7.1. Rebrand <i>CAWT</i> with attention to enhance learning and student engagement, as well as expanding service offerings such as: <ul style="list-style-type: none"> - Technology verification and certification services - Research & engineering services 	Exceeded Target <i>See achievements in Operational Performance Section</i>
1.7.2. Launch the <i>Centre for Sustainable Municipalities</i> offering consulting, training, and other revenue generating services.	Exceeded Target <i>See achievements in Operational Performance Section</i>

2. Collaborate and Prosper with our Communities

Objective	Achievement
Goal 2.1: Design Fleming programs to include learning opportunities in the workplace and in our communities, while in turn providing our communities with access to college resources and skills.	
2.1.1. Achieve the Cobourg Campus enrolment plan: <ul style="list-style-type: none"> • launch the Personal Support Worker program • 2 new contract training events • 4 new continuing education course offerings 	Met Target
2.1.2. Establish a new role of <i>Dean, Flexible Delivery and Contract Training</i> to lead efforts across all campuses of the College. This position will be responsible for forging new and strengthening existing relationships with industry and employers in the region and across the province and for creating offerings that appeal to non-traditional students. <p style="text-align: right;">MP</p>	Exceeded Target <i>See achievements in Operational Performance Section</i>
Goal 2.2: Strengthen our partnerships with our local communities and our extensive program-related communities of interest through collaborative projects and new communications and outreach strategies.	
2.2.1. Build a strong connection with industry leaders and employers in the community. To assist in: <ul style="list-style-type: none"> • Identifying core and essential employability skills required by Fleming graduates • Identifying Contract Training needs of the community • Identifying collaborative funding opportunities (e.g. Advancement, gov't funding) • Contributing to innovative ideas related to new programs and the student experience • Establishing Work Integrated Learning Experiences 	Not Met Target <i>Strike impeded work.</i>
Goal 2.3: Encourage, facilitate and recognize student and staff contributions toward community betterment.	
2.3.1. Implement 50 th Anniversary celebrations, promotions and events in each of our communities, engaging students, current and retired employees, partners, employers and our communities. <ul style="list-style-type: none"> • Publish and launch in Fall 2017 the 2nd <i>Annual Report to the Community</i>. • Engage the Peterborough community through the launch of the new Sutherland Campus trail network. 	Met Target

Objective	Achievement
Goal 2.4: Develop and implement a comprehensive internationalization plan to: improve access and success for international learners, enhance international aspects of curriculum, grow international partnerships and provide expanded international study and work opportunities for students and faculty.	
2.4.1 Continue to implement the long-term <i>Internationalization Plan</i> -with focus areas for 2017-18 including, but not limited to: <ul style="list-style-type: none"> • Further increasing opportunities for international students to develop their English skills beyond the ELB program using a multi-pronged approach that includes the introduction of a pilot program and support initiatives. • Encouraging and creating opportunity, with 3 new activities, for involvement of students, faculty and staff in intercultural activities that contribute to further development of intercultural competencies • Enhancing the profile and support of international activities within our internal and external communities. <p style="text-align: right;">MP</p>	Met Target
Goal 2.5: Work with both local and distant Indigenous communities to expand and improve programs and services, access, participation, and success rates for Indigenous learners.	
2.5.1 Attract and engage Indigenous students through continued implementation of the <i>Indigenous Educational Protocol</i> and also evaluate new and emerging supports required. <ul style="list-style-type: none"> • Enhance curriculum support, and outreach with the addition of an <i>Indigenous Outreach & Engagement Liaison</i> (see 3.2.1.) • Develop 1 new program that specifically attracts Indigenous students for Launch in 18/19. 	Partially Met Target <i>New program pending.</i>
2.5.2 Continue to implement and expand the <i>Indigenous Perspective Designation (IPD)</i> initiative. <ul style="list-style-type: none"> • Increase the number of <i>IPD</i> programs by 5 programs • Embed <i>IPD</i> outcomes into the design framework of 10 existing non-<i>IPD</i> courses 	Partially Met Target <i>Strike impeded work.</i>


3. Excel as an Organization

Objective	Achievement
Goal 3.1: Promote a creative integrated culture focused on continuous improvement in which employees are engaged, accountable and encouraged to take responsible risks while being led by leaders who are collaborative and effective communicators.	
3.1.1. Improve employee engagement by implementing relevant initiatives related to the Engagement Action Plan and ensure staff have the necessary development to enhance capabilities and effectively manage change.	Met Target
3.1.2. Implement a Mental Health strategy that balances proactive and just-in-time tools and resources for both students and employees. These strategies include implementation of websites, training, development and redesign of counselling/AES services.	Met Target
3.1.3 Implement <i>Net Tuition Billing and Financial Aid Reform</i> in compliance with government directives through effective identification and implementation of necessary business process and system changes impacting admission, records, financial aid, fee collection, and reporting.	Met Target
Goal 3.2: Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences.	
3.2.1. Implement selected <i>Phase I</i> projects of <i>Integrated Planning for Services</i> : <ul style="list-style-type: none"> • Indigenous Outreach & Engagement Liaison (<i>See 2.5.1.</i>) – Implement Pilot • Non-Direct Applicant Consultant – Pilot to be implemented at the Sutherland Campus in Fall 2017. Target - 75 contacts managed from first contact through to enrolment. • One-Card Project – Scope project (through Business Case Development) • Student Hub / Single Service Desk - – Scope project (through Business Case Development) 	Met Target Met Target Met Target Met Target MP
3.2.2 Launch <i>Phase II</i> of <i>Integrated Planning for Services</i> resulting in project recommendations that take into consideration all aspects of service redesign for HR, IT, and Finance including but not limited to enhancements, sharing of resources, maintaining or pulling back on aspects of service.	Not Met Target <i>Strike impeded work.</i> <i>Rescheduled to 18/19</i> MP

Objective	Achievement
Goal 3.3: Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.	
3.3.1. Continue to implement the SIF construction and renovation plans on time (target completion date April 30, 2018).	Met Target <i>Revised completion date June 30/18</i>
3.3.2. Execute three key priorities in the multi-year <i>IT Strategic Plan</i> that supports the College’s strategic goals and objectives: <ul style="list-style-type: none"> • Complete the Enterprise-grade WIFI network expansion across the College. • Pilot the expansion of flexible student software image delivery beyond the GIS program. • Deploy at all campuses and support user adoption of the College’s new video conferencing and unified communications technologies 	Met Target
Goal 3.4: Meet and Exceed a "Silver" rating in STARS sustainability measures, while continuing to plan and implement key improvement to the physical environments at all campuses, including a new Frost Campus Master Plan	
3.4.1. Complete the final year of the Five Year Sustainability Plan and achieve targets in the plan with a particular focus on reduction of campus carbon footprint which moves us toward achieving a provincial “Net Zero” target of a 15% reduction by 2020. Fleming awarded “Silver” rating in STARS sustainability measures.	Met Target
Goal: 3.5: Bring Core Promise to life by focusing on the way we deliver our student experience to enhance the skills, attitudes and values that lead to success in work and life.	
3.5.1. Increase flexible delivery through the utilization of <i>Video Conferencing</i> technology to provide opportunities for student who might otherwise not have access to post-secondary education because they are remotely located and/or reside in smaller communities.	Met Target
3.5.2. Increase vocational skills and essential employability skills, along with an in-depth understanding of professional roles through the combined initiatives of experiential learning with cross-disciplinary teaching. These learning experiences can also be delivered through <i>Video Conferencing</i> flexible delivery.	Not Met Target <i>Work to occur over Summer 2018.</i>

4. Enhance Financial Health and Sustainability

Objective	Achievement
Goal 4.1: Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.	
4.1.1. Carry out SIF fundraising campaigns for the Sutherland and Frost Campus renewal projects. <ul style="list-style-type: none"> • The Frost Campus campaign will be a multi-year campaign • Fundraising targets will be achieved through enhanced donor research, acquisition and relationship management strategies. 	Partially Met Target <i>Sutherland Campaign targets not met.</i> <i>Multi-year Frost Campaign is on track.</i>
4.1.2 Implement year one of the <i>Conferences Services Business Plan</i> with a focus on utilizing the College's physical and operational assets to attract revenue generation through space rental and food sales. <p style="text-align: right;">MP</p>	Met Target
4.1.3 Finalize and Implement the College's Enterprise Risk Management (ERM) framework. Key Milestones: <ul style="list-style-type: none"> • Board Approval of a College ERM Policy • Completion of a Board Risk Appetite statement • Finalize College Operating Procedures, templates and reporting tools • Training and implementation of the framework to at least 50% of College leaders/departments in year • Completion of first draft Risk Register and Board Report? 	Met Target
4.1.4 Proactively monitor and manage College operations in 2017-18 to generate a minimum financial contribution to reserves (surplus) of \$1M after committing a minimum of \$0.5M in operating investments in the year.	Exceeded Target <i>\$7.8M surplus</i>
Goal 4.2: Grow overall enrolment and new revenue streams through effective program portfolio management, the launch of new contract training programs for both domestic and international markets and through enhancements to our enrolment and retention processes.	
4.2.1. Develop and begin to implement a <i>Strategic Enrolment Long-Term Plan</i> utilizing <i>Integrated Planning for Programs and New Program Development</i> . <p style="text-align: right;">MP</p>	Met Target
4.2.2 Achieve the targets identified in the 17/18 Enrolment Plan.	Partially Met <i>Did not achieve domestic target. Exceeded International target.</i>

Objective	Achievement
Goal 4.3: Complete a college-wide, multi-year MetaProject that will focus on growth, revenue, expenditure reduction and redesign to enhance quality and competitiveness while improving financial sustainability.	
4.3.1. Continue to drive the change initiative, MetaProject, forward through evaluating ideas, creating and tracking transformational projects, using LEAN effectively and developing metrics to monitor project benefits. A <i>Fleming Change Fund</i> will be utilized to invest in selected change initiatives. 	Met Target

Operational Accomplishments for 2017/2018

1. Deliver Outstanding Student Learning and Experiences

- Successfully conducted self-study and site visit of the College Quality Assurance Service audit. Received the draft report which includes 13 recommendations, however, includes positive feedback of the students and graduates having an extremely positive perception of faculty and program staff and program quality.
- Launched new full-time programs:
 - *Food & Nutrition Management*,
 - *Applied Environmental Planning*,
 - *Personal Support Worker* (in Cobourg)
- School of Flexible Delivery and Contract Training has brokered programming with both NAIT and Saskatchewan Polytechnic. With NAIT, we are offering Hydronics training to permit practitioners to do radiant in-floor heating installs and service. With Saskatchewan Polytechnic, we are offering a number of high-demand trade areas, such as parts management, warehouse worker, leadership in the trades, and Blue Seal.
- There is renewed interest in our Food Service Worker program at our Cobourg location, enabling a key bridge to local employment.
- Across all delivery modes, the School of Flexible Delivery and Contract Training has served 8000 distinct enrolments during 2017/18. Ontario Learn enrolments grew 7% during 2017/18.
- Demand for Can-Am “Spyder” motorcycle training is growing in key markets, including possibilities in Cobourg and on the lakeshore.
- School of Flexible Delivery and Contract Training, School of Health and the School of Justice, have partnered to establish a ground school for UAV (drone) operators during 2017/18. Further integration and continuing education offerings for drones will be explored in 2018/19.
- Through the Student Mental Health strategy, hired a Manager of Student Counseling and Wellness.
- Created a Career Services Strategic Intention document emphasizing a holistic approach with a focus on programming, events, online resources and integration with the academic division.
- Residence Services rolled out a new interactive app allowing for peer to peer communication and support.

- Completed a review of the student life model including, programming, staffing and financial resource changes to be launched July 1, 2018
- Expansion of Fleming Library Information certificate program (co-curricular)
- First class in the Ecosystem Management semester abroad in South Africa (at Pidwa Wilderness Reserve and in partnership with University of the Witwatersrand) occurred during the Winter 2018 semester.
- First international trip (Costa Rica) added to Outdoor and Adventure Education program as an optional trip.
- Established optional international trips continue (Ecosystem Management Program to South Africa, Costa Rica; Environmental Technician Program to Iceland; GIS Program to China – though cancelled this year due to timing of strike).
- Ecosystem Management students attended and presented at the Science, Business, and Education of Sustainable Infrastructure: Building Resilience in a Changing World conference in Washington, DC.
- Substantial growth in international students at Frost particularly in Sustainable Agriculture and Advanced Water Systems Operations and Management.
- SENRS hired four new faculty for August 2017 start (Fish and Wildlife; Forestry; Health, Safety and Environmental Compliance; Heavy Equipment Operator). In the process of hiring a full-time faculty for Sustainable Agriculture.
- SENRS renewed MOU with Trent (a pathway for graduates from Environmental Technology, Ecosystem Management Technology, and Fish and Wildlife Technology Advanced Diplomas into Trent’s BSc.ERSC or BA ERST degrees)
- SENRS new articulation agreement with Wilfrid Laurier University (a pathway for students from a number of our programs to enter BA Environmental Studies at Wilfrid Laurier University)
- First offering of optional co-op for Fish and Wildlife and Health and Safety Environmental Compliance students.
- Awarded Career Ready Fund (\$350K over two years) to the College to increase Experiential Learning opportunities for students.
- Athletics:
 - Women’s Curling won bronze at the OCAA Provincial Championships and went on the nationals
 - Hosted both the Men’s provincial soccer championship and OCAA AGM
- Launched Centre for Sustainable Municipalities (CSM) in 2017
 - Successfully secured > \$1,000,000 in cash resources for activities in first year of operation for CSM including \$500,000 from Ontario Centres of Excellence for a \$1 million portfolio of applied research projects (funding matched 1:1 by industry).
 - A website for the CSM was launched in 2017-2018.
sustainablemunicipalities.ca
 - On March 5, 2018, CSM hosted a working committee meeting with Asset Management Ontario for local municipal infrastructure asset managers at the Kawartha Trades and Technology Centre.

- In partnership with GM Blue Plan Consulting, the CSM is delivering online and onsite workshops to employees of the Ontario Clean Water Agency (OCWA).
- The CSM is developing and delivering onsite training in partnership with Ontario Clean Water Agency and funded by Independent Electricity System Operator (IESO) through the Education and Capacity Building Program 5.0. The pilot training program is expected to be delivered in April 2018.
- Re-branded the CAWT as the Centre for Advancement of Water and Wastewater Technologies
 - On April 4, 2017, the CAWT's accreditation for ISO/IEC 17025:2005 was approved by a panel of the CALA Accreditation Council (CAWT achieved full laboratory certification)
 - Achieved ISO 17020 peer assessment equivalency (Conformity Assessment / Inspection Body)
 - Achieved Certificate of Authorization # 100511168 from Professional Engineers of Ontario
 - Launched pilot program with Ministry of the Environment and Climate Change (MOECC) as a tester and verifier for their Innovative Technology Verification (ITV) pilot program
 - CAWT served 58 clients (44 companies and 14 other clients), working on 42 projects with a range of applied research, testing, and verification services.
 - CAWT was awarded \$2,485,796 for infrastructure expansion of CAWT: Advancements in Water Reclamation Technologies and Nutrient Removal. (CFI/ORF CIIF Infrastructure)
 - CAWT published 4 peer-reviewed journal articles and co-authored 2 books published in 2017.
 - CAWT had 13 projects funded by Southern Ontario Water Consortium (totalling over \$2 million – the largest number of projects of all 10 ten university members of the SOWC).

2. Collaborate and Prosper with our Communities

- Fleming College has invested in the Town of Cobourg's Venture 13 innovation centre. This will allow us access to smart classrooms and a lecture theatre to expand our offerings in technical education and contract training in Cobourg and throughout Northumberland County.
- School of Flexible Delivery and Contract Training has worked with Seneca College and the University of Waterloo to develop a program to certify home inspectors for floodwater mitigation and accommodation. Revenues for this program will be shared 50/50 between Fleming College and Seneca College with all programming to be offered via Ontario Learn.
- Launched the Indigenous Fleming Website to support perspective students, current students and first nations communities.

- Fleming College's 50th Anniversary celebrations included:
 - Arboretum ground-breaking including planting trees and placing a boulder with a plaque recognizing the support of Tree Canada.
 - Loggersports demonstrations.
 - Moveable feast. A unique 100-mile dining experience hosted at Frost through the Friends of Frost Committee which opened up the campus to the local community.
- Kawartha Trans Canada Trail Association
 - Love Your Trail Days Celebrations along the trail to celebrate Canada's 150th anniversary, including the stretch that runs through Frost campus.
 - Burial of a time capsule in front of the main building at Frost.
 - Frost campus hosted a celebration of the trail with live music provided by trail-enthusiast David Archibald and a question and answer period with filmmaker Dianne Whelan, who joined live from the trail via Skype.
 - Photography workshops along the trail for seniors. Based out of Frost.
- 90th OFAH Annual General Meeting and Conference activities by SENRS faculty, staff and students
- Events At Frost Campus
 - 10th Annual EcoHealth Conference. This conference is organized and ran by students of the Ecosystem Management Program.
 - Woodlot Association Meeting
 - Resource Drilling Technician Program hosted the Association of Drilled Shaft Contractors – International Association of Foundation Drilling Anchor and Micropile Installation School in September. This is the first time this event has been held outside of the United States and had attendees from around the globe.
 - Hosted the Ontario Envirothon, a secondary school level environmental skills competition.
 - Hosted the Stewardship Youth Rangers for a two day intensive experience learning natural resource management skills.
- Various United Way activities and support projects
- A professional bioblitz was conducted on our Frost campus utilizing Frost students and led by experts from our own faculty, Ministry of Natural Resources and Forests, and the University of Toronto.
- Ongoing relationship with Lindsay Community Garden group. In the process of renewing the agreement to provide space for the garden on Frost campus.
- Nature Explorer Summer Camp - In partnership with Kawartha Conservation, we offered 5 weeks of nature based, camp programming to elementary school aged children. Camp was very successful with all spots taken and a wait list.
- Alternatives Journal - Signed an MOU with Alternatives Journal and Trent University to work with Alternatives. Alternatives offices will be housed at Trent but will provide opportunities for Frost students to be involved in environmental journalism.
- Youth Leadership in Sustainability - Frost is a partner in this innovative, environmentally focused secondary school curriculum for grade 11 and 12 students. We will provide some technical support and learning experiences for the

students and, in turn, students with a 70% or higher will earn credit for one common first semester course.

3. Excel as an Organization

- School of Flexible Delivery and Contract Training, with Fleming's Communications department, has re-engineered the continuing education web presence to better describe programming options and ease registration.
- Physical Resources has successfully obtained competitive funding from our Ministry and initiated planning for a significant deep-energy retrofit for the Sutherland main campus that will be completed in 2018-19. This initiative will significantly reduce the College's Greenhouse Gas emissions/carbon footprint for the future, while providing industry leading lab/demonstration facilities for geothermal and related trades/technologies to enhance current and develop future academic programming.
- As with many other Ontario Colleges, Fleming will be discontinuing our continuing education calendar in 2017/18. This will be replaced with program and course-specific print publications and selective inserts in newspapers and trade journals.
- Established a Multi-Year Business Planning project team to track achievements made towards SMA2 objectives and recommend SMA3 goals and target metrics
- Developing capabilities and procured software for predictive analytics to be used in enrolment projections and student retention
- Designed and implemented leader professional development in innovation and creativity to help support bold and transformational change
- Developed a project plan to address and incorporate Bill 148 regulations
- MetaProject is now ingrained into the culture of the organization and all objectives and goals are developed with innovation and collaboration in mind
- Partnered with the Frost Student Association (FSA) to add PT Counsellor to support mental health four days/week. Year-to-date 136 additional appointments were provided to 72 different students. This initiative is continuing into 2018/2019 through continued support of the FSA and students.
- Peterborough-Kawartha-Haliburton has been designated as a Regional Centre of Expertise (RCE) on Education for Sustainable Development by the United Nations University as endorsed by UNESCO. One of the launch events occurred at Frost and members of the campus have been involved in the RCE work.
- SENRS Alumnus Duane Parnham was awarded the 2017 Premier's Award.
- Conducted Indigenous Training for Fleming Leaders on June 28th 2017 with focus on awareness.

4. Enhance Financial Health and Sustainability

- The College continued its focus on strengthening its financial sustainability; this culminated in the College proactively managing its finances to significantly over-deliver the \$1 million budgeted surplus for the year – final surplus was \$7.8 million.
- Office of Applied Research Business Development Activity
(New Awards 2017-18)

Funder/Program	Amount	Department
Research Grants	\$1,036,078	CAWT
Research Grants	\$875,000	CSM
Research Grants	\$37,228	OAR
Training Contracts	\$189,000	CSM
Fee For Service	\$419,092	CAWT
Infrastructure Grants	\$2,485,796	CAWT
Total New Awards in 2017-2018	\$5,042,194	

**funding to be spent according to individual grant conditions which may be over multiple fiscal years. Figures are indicative of business development success in 2017-2018.*

- Ongoing sustainability efforts including preparing to place bee hives on campus.
- Completed Ancillary Fees protocols 5 year review with Board approval.

Appendices

- A. SMA Report-back *to be provided in October in compliance with the SMA Report Back timelines*
- B. Analysis of College's Financial Performance
- C. Audited Financial Statements
- D. KPI Performance Report – NOT AVAILABLE
- E. Summary of Advertising and Marketing Complaints Received – *received no complaints*
- F. Institutes of Technology and Advanced Learning (ITAL) reports - *Not Required*
- G. List of Governors
- H. President's Advisory Council 2017-2018 Annual Report

Appendix B

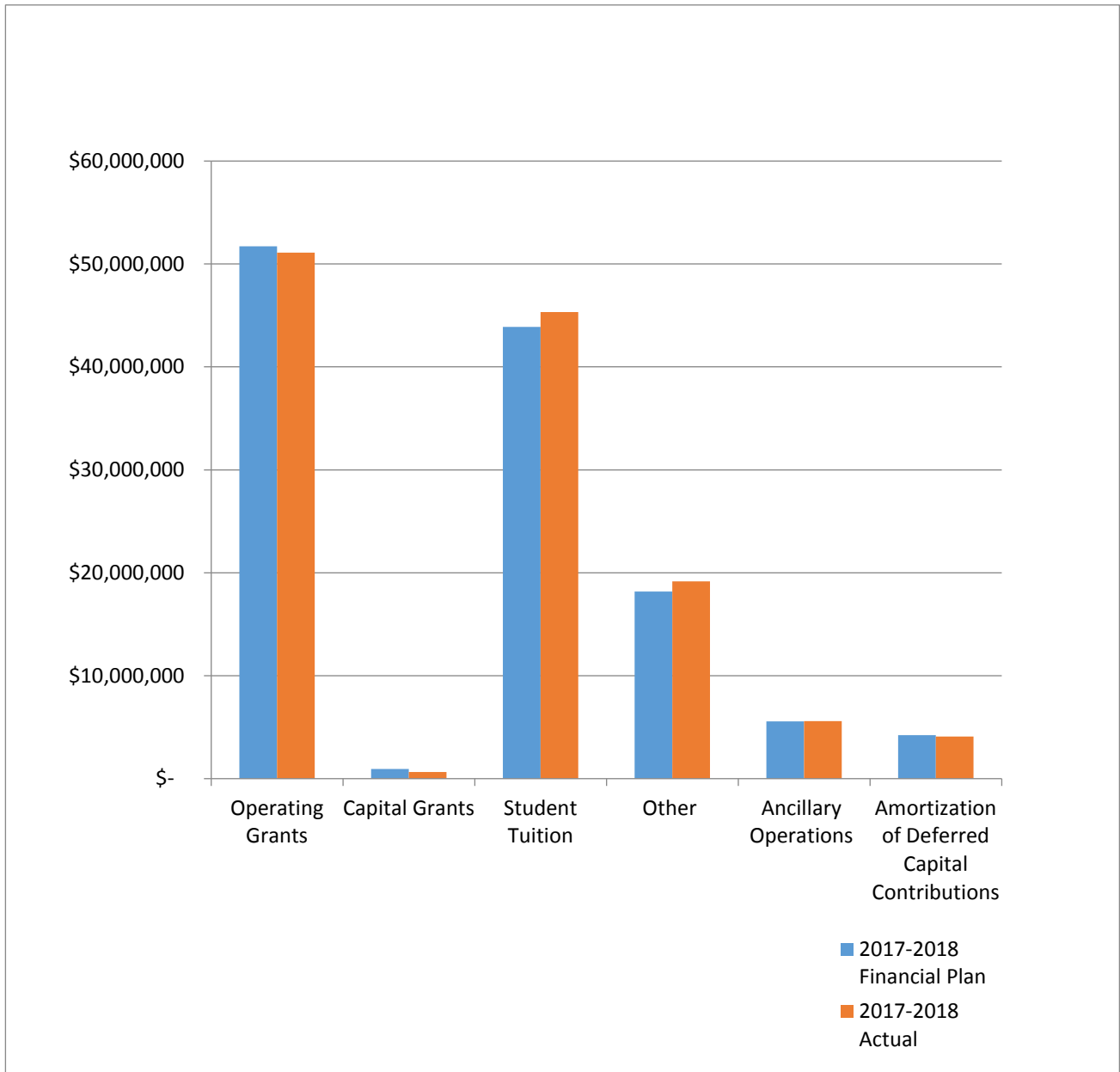
Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE

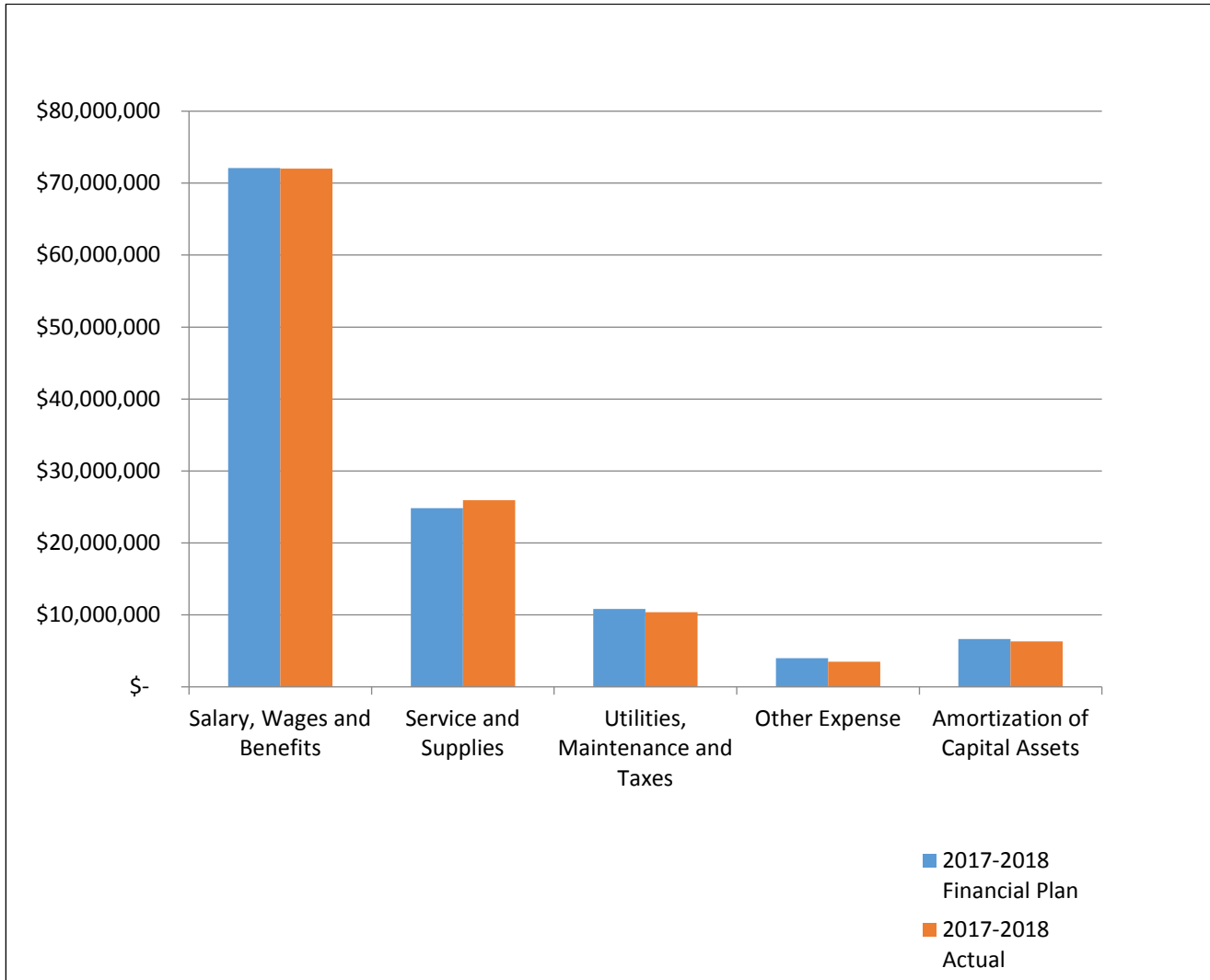
COMPARISON OF REVENUES & EXPENSES

	2017-2018 Financial Plan	2017-2018 Actual	2016-2017 Actual
REVENUE			
Operating Grants	\$ 51,706,469	\$ 51,100,609	\$ 51,101,145
Capital Grants	952,231	647,665	690,013
Student Tuition	43,896,313	45,328,043	34,314,200
Other	18,185,194	19,159,851	16,281,414
Ancillary Operations	5,554,494	5,595,360	5,593,399
Amortization of Deferred Capital Contributions	4,217,500	4,103,755	5,000,995
	124,512,201	125,935,283	112,981,166
EXPENDITURES			
Salary, Wages and Benefits	\$ 72,098,918	\$ 71,999,185	\$ 69,841,038
Service and Supplies	24,841,207	25,942,155	19,192,348
Utilities, Maintenance and Taxes	10,839,776	10,367,865	8,126,829
Other Expense	3,972,138	3,481,919	4,263,502
Amortization of Capital Assets	6,668,315	6,331,126	6,793,714
	118,420,354	118,122,250	108,217,431
Excess of revenue over expenditure	\$ 6,091,847.0	\$ 7,813,033.0	\$ 4,763,735.0

Analysis of College's Financial Performance
SIR SANDFORD FLEMING COLLEGE
COMPARISON OF REVENUES - 2017-2018 BUDGET TO ACTUAL



Analysis of College's Financial Performance
SIR SANDFORD FLEMING COLLEGE
COMPARISON OF EXPENDITURES - 2017-2018 BUDGET TO ACTUAL



Appendix C

Audited Financial Statements

<https://flemingcollege.ca/PDF/Fleming-College-Financial-Report-2018.pdf>

Appendix G

2017-2018 Board of Governors of Sir Sandford Fleming College

- **Dana Empey**, Board Chair (Peterborough)
- **Dan Marinigh**, Board Vice-Chair; Chair-Executive Committee (Peterborough)
- **George Gillespie**, Board Vice-Chair; Chair-Audit Committee (Peterborough)
- **Fred Clifford** (Cobourg)
- **Paul Downs** (Millbrook)
- **Shelley Knott Fife** (Curve Lake)
- **Nicole Grady**, Support Staff Governor (April 2, 2018) (*Heather Kerrigan retired in February 2018*)
- **Aaron Grant** (Grafton)
- **Rosemarie Jung** (Haliburton)
- **Susan (Sue) Kloosterman**, Administrative Governor
- **Mike Leonard** (Cavan)
- **Katherine MacIver** (Lindsay)
- **Mike Perry** (Little Britain)
- **Angela Pind**, Academic Staff Governor
- **Catherine (Cathy) Praamsma** (Lakefield)
- **Ellen Valter**, Student Governor
- **Tony Tilly**, College President and Board Secretary-Treasurer
- **TBA**, Student Governor Observer

Appendix H

President's Advisory Council 2017-2018 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*

<p>Background</p> <ul style="list-style-type: none"> • Purpose of this report/request • History • Other relevant information 	<p>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.</p> <p>At Fleming, advisory college council is known as the President's Advisory Council.</p>
<p>Action Required</p> <ul style="list-style-type: none"> • for Information • for Discussion 	<p>The Binding Policy Directive also states that a report from this advisory shall be included in each college's annual report.</p> <p>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.</p>
<p>Considerations, Impacts and Options</p>	<p>The President's Advisory Council met six times in 2017-2018 (as per the published schedule noting that two meetings were cancelled in the Fall of 2017 due to the faculty strike) 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:</p> <ul style="list-style-type: none"> • Enrolment • Start-up • International students • Constituents' concerns • Student Retention and Success • Collective Bargaining and the Faculty Strike • Bill 148 • Campus Renovations • Sustainability and Climate Action Plan • Mental Health

<ul style="list-style-type: none"> • risk • summary 	<p>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.</p> <p>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 was excellent.</p>
<p>Financial Implications</p>	<p>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.</p>
<p>Prepared by</p>	<p>Secretary, President’s Advisory Council</p>