Annual Report
2016 - 2017

Fleming College | 50 YEARS

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APPROVED: by the Board of Governors, June 28, 2017

Introduction

Fleming College is pleased to present its Annual Report for 2016-2017. This report provides a synopsis of our current success, which in turn helps us determine the type of continuous innovation we will need to move further next year.

This Report reveals that the majority of the objectives established at the beginning of the year were successfully achieved. This year we were able to develop our approach to achieving the objectives by applying project management processes, tools and techniques. As a result of adopting Project Management best practice Fleming has realized an overall performance improvement in achieving objectives by 17% over 15/16.

This year we enjoyed a number of accomplishments such as launching new programs, like Graphic Design, Moving Image Design and Construction Engineering. We saw record winter enrolment and grew 16% in International student enrolment. We began implementing plans related to our Indigenous Education Protocol and continued with our change project, the MetaProject, which contributed eleven new business plan ideas for us to implement next year. In addition, we achieved STARS silver rating for sustainability achievements.

This past 16/17 year was the first year in setting objectives to achieve the new Strategic Plan 2015-18. The success of this past year, positions us well leading into the second year of the Strategic Plan implementation. In this upcoming 17/18 year, we anticipate continuing our innovative approach to growing revenues, international enrolment, customizing the journey of the student, enhancing diversity through indigenous initiatives and focusing on net-zero carbon reduction opportunities. We will continue to enhance our change initiative, develop a fund that will support transformational change ideas and look for opportunities to gain a competitive advantage.

There is much to be proud about and much more to do. 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, growth and College success.

Fleming College

June 2017

On behalf of the Board of Governors of Sir Sandford Fleming College it is a pleasure to submit this Annual Report of activities and achievements at Fleming College in 2016-2017.

During the past year and from the time of our September, 2016 Retreat, Fleming's Board of Governors has been engaged in significant strategic issues, initiatives and opportunities with implications for Fleming College, our students and our communities. These range from the Strategic Investment Fund to College financial sustainability, from progress on our Strategic Plan to the commitments Fleming College and the Government of Ontario will make through the 2017-2020 Strategic Mandate Agreement.

Our Board is also engaged in understanding current debates and options concerning the shape of post-secondary education in Ontario. Governors are confident that we have continued to forge a path that will benefit Central Eastern Ontario and our entire province. We welcome further discussion on the initiatives that will contribute to success for colleges individually and collectively as we begin our second fifty years.

I trust this annual report will demonstrate to you the health and vitality of Fleming College. The report provides detailed and balanced analysis of our aspirations and accomplishments. I wish to thank President Tilly, the senor team and my fellow governors for the achievements reported here while also thanking the Government of Ontario for your support of public education and the important role it plays in our Province.

Lori Geens, Chair
Board of Governors

June 2017

Along with Board Chair Lori Geens and the Board of Governors of Sir Sandford Fleming College, I am pleased to submit this report on 2016-2017 progress toward our Fleming College Strategic Plan. It reflects progress made and milestones achieved over the past year.

The College has 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. This progress report informed our new business plan and Strategic Mandate Agreement as it provided us with a clear understanding of what had been accomplished and what objectives needed to move to a second year of implementation to achieve success. Over the past year, we have placed more emphasis on integrating our planning documents to create a roadmap for success and strengthening our metrics so that we do not just measure in-year success, but also the longer-term potential and benefits of our objectives.

The College has continued to work hard on creating an excellent working environment. Last year we put effort into implementing an Engagement Action Plan, designing mental health strategies, providing professional development to support our change initiative and establishing funding to seed innovative ideas.

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, however we have set stretch goals consistent with our change initiative and will put the relevant strategies in place to achieve these goals.

We have also worked hard at ensuring financial viability and once again this year delivered positive financial results to the Board of Governors accompanied by healthy reserves. Our long-term perspective on how we re-imagine our work will continue to pay dividends for us. Other aspects of our success that will require focus of effort will involve partnering with potential employers and educational institutions, continuing with relevant redesign and continuous improvement so that we can differentiate where appropriate and remain competitive in an ever-changing environment.

In summary, 2016-2017 has been a time for investment in people, facilities, ideas and services. It has been an important year for creating change that will make us stronger as a College. This our 50th anniversary year 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.

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 (Kendaaswin[1])

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 (Dibendaagoziwin[1])

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-yaawyin[1])

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.

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[1] Ojibwa translation by Elder Shirley Williams

Strategic Mandate Agreement Key Areas of Differentiation

Fleming College offers a comprehensive program portfolio that provides access to postsecondary education for students in the region, and responds to the evolving demands of the regional labour market. In addition, the College focuses on:

- Serving as a regional hub for trades education and training
- Providing specialized programs that serve the province. In particular, the College is recognized as an Ontario leader in environmental and natural science education through the School of Environmental and Natural Resource Sciences, and applied research through its Centre for Alternative Wastewater Treatment.
- Offering, as one of three post-secondary institutions, a suite of arts programs
- Emphasizing through the College's growth plan health specializations consistent with regional needs based on demographic trends.

Strategic Priorities

1. Deliver Outstanding Student Learning and Experiences

Objective	Achievement
Goal 1.1: Reimagine and design learning opportunitities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment.	
1.1.1 - Increase the number of flexible and efficient delivery options, including compressed delivery, hybrid, fully online, modularized, twilight and Weekend College in order to meet the needs of diverse students and maximize use of resources. Success will be demonstrated by implementing the first year of Graphic Design-Visual Communications program in compressed mode and completing the development of online courses for the Patient Navigator and Rural Nursing program. In addition, we will consolidate first year communications courses according to level in order to improve student choice in scheduling and transferability and identify additional candidate courses within programs in order to streamline offerings.	Met Target
1.1.2 - Through the use of flexible options, embed portfolio learning into 10% of our diploma and graduate certificates as the first step towards a three-year target of 50%.	Exceeded 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 - Implement a comprehensive Faculty Development program that reflects the teacher's role as mentor, learning designer, and subject-matter expert while assisting faculty with learning design and integration of educational technology. The successful implementation of the plans and stakeholder feedback will be the measures of success.	Exceeded Target

Fleming College

Objective	Achievement
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 - Create a sustainable advising model that supports student success and retention from point of application and admission to graduation. Continue with further enhancements to Fleming's Navigator, Applicant Portal and management of incoming education data and fully implement web registration. Implement further enhancements to the international application process. Finalization and approval of the model, including a variety of statistics such as usage of navigator and the portal, the successful launch of web registration and related customer/staff feedback will be indicators of success.	Exceeded Target
1.3.2 - Broaden the Fleming Call & Contact Centre to provide a comprehensive Contact Centre that includes services for international prospects and applicants. Success will be measured by the development of a contact plan geared to international students and preliminary implementation of the related plan.	Met Target
1.3.3 - Enhance student skill development opportunities outside of the classroom. Success will be measured by providing broader and more deliberate problem solving and conflict resolution training, piloting campus-wide student employee training, expanding the practicum students in student services and creating capacity for other departments to be able to support these opportunities.	Met Target
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 - With differentiation as a key principle, we will expand Fleming's role in specialized program areas. Four full-time post-secondary new programs will be launched for 2016 including Moving Image Design, Graphic Design – Visual Communications, Global Business Management and Construction Engineering Technician. A further four new programs will be launched for 2017 and five more will be moving towards 2018 launch. Success will be measured by achieving the targets set for new programs and the contribution to enrolment.	**Partially Met Target** All Programs launched in 2016, no new programs ready for launch in 2017 due to hiring new Product Development Director
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 - Collect evidence; demonstrate that each requirement, within the College Quality Audit Accreditation Process (CQAAP), has been met. Success will be measured by meeting the CQAAP requirements.	Met Target
1.5.2 - Implement the revised Program Review Process that will provide evidence that reflects a measure of the program's quality and adherence to standards and to provide direction for continuous program improvement. Success will be measured by the timely completion of scheduled program reviews, increased faculty engagement and through evidence of the implementation of program review recommendations.	Met Target

Objective	Achievement
Goal 1.6: Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.	
1.6.1 - Implement the Student Mobility Plan with the following deliverables;• Implementation of Student Pathways Framework including new articulation agreements to improve student pathways into and from Fleming College.• Increase review of current articulation agreements and review and establish internalCollege pathways.• Build on existing communication strategies for student pathways including lunch andlearns, hosting one major pathways event, current educational pathways website andprofiling new articulation agreements with our partners.• Implement new credit transfer procedures facilitated by system improvements, furtherbusiness redesign and effective maintenance of relevant data.	Exceeded 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 - Develop applied research frameworks to reflect the unique priorities of each target school, relative to research area, faculty interest and expertise, opportunities for students, and for engagement of partners.	Met Target
1.7.2 - Complete applications for grant funding for at least three small-to medium-sized projects in areas of program strength and growth other than those occurring in the Centre for Alternative Wastewater Treatment (CAWT).	Exceeded Target

Fleming College

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 - Through consultation with relevant industry and community partners, ensure graduate competencies, applied learning, and work integrated learning (WIL) opportunities align with the needs of employers and meet recognized standards. Success will be measured by documented industry feedback (i.e. Program Advisory Committee (PAC) / employer survey(s).	**Partially Met Target** Work ongoing into 2017/18 year
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 - Improve Program Advisory Committee (PAC) engagement. Success will be measured by an increase in engagement opportunities, through an increase in the frequency of PAC meetings and by the development and implementation of mechanisms to engage PAC members in activities supporting the strategic plan, academic plan, and internationalization plan.	**Exceeded Target**
Goal 2.3: Encourage, facilitate and recognize student and staff contributions toward community betterment.	
2.3.1 - Develop and implement plans for Fleming's 50th Anniversary that will include community participation, celebration and recognition of staff, student and community support of the college and our communities. Success will be measured through review of the Anniversary efforts in late 2017.	**Partially Met Target** Many of the events will occur in the Fall 2017
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. Implement the Internationalization Plan 2016- 2017 deliverables with a focus on the following: • Identification of programming opportunities for international markets • Intercultural Training - at least 2 targeted training session offered • Enrolment - achieve international enrolment targets as outlined in the 2016-2017 Enrolment Plan • Employment – increase number of on campus job opportunities for international students by 25% • Recruitment – active recruitment in at least 3 new regions (i.e. South Africa, Eastern Europe, and Vietnam) • Enhance the orientation program and English Language Supports for Postsecondary students	**Exceeded Target**

Objective	Achievement
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 - Following the signing of the Indigenous Education Protocol (IEP), complete a three year work plan to map out how we will implement the Protocol. Implementation will focus on initiatives and programs that attract and support indigenous students, complement experiential learning outcomes, and are aligned with enhanced Indigenous Perspectives programming. Success will be measured by the endorsement of the Aboriginal Education Council (AEC) and the completion of the year one goals.	Exceeded Target

Fleming College

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 - Implement phase one of the Employee Engagement Action Plan for 2016 – 2017 to enhance decision-making, communication and collaboration aspects of leadership and to improve meeting and email effectiveness while focusing our efforts on the priorities identified in the Business Plan. Success will be measured through successful implementation of our business and engagement action plans as well as qualitative/quantitative feedback from stakeholders	Met Target
3.1.2 - Manage the full-time complement of administrators, faculty and support staff to meet the assumptions and targets identified in the approved 2016-2017 budget while reducing the gap in hourly pay rates between the following employee groups: a) partial load faculty and other contract faculty; and b) full-time and part-time support staff. Success will be measured by the achievement of complement assumptions and targets in the approved budget and reducing the hourly rate gap between partial load and other contract faculty from $38 to $30 and the hourly rate gap between full time and part time support staff from $12.50 to $12. These gaps will be reviewed annually.	Met Target
3.1.3 - Design and deliver targeted development for leaders and support staff that is integrated with the Engagement Action Plan and embodies our core competencies. Connections that offer training in leadership to the community will be made where appropriate. The successful implementation of the Engagement Action Plan and stakeholder feedback will be the measures of success.	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 - Improve the effectiveness and efficiency of two major cross-college processes by using Lean methodology. Renewed and redesigned cross college processes that have a minimum of 10% improvement in two of three measures, (quality, cost, delivery), will be the measure of success.	Met Target
3.2.2 - Develop a Conferences Services business plan that integrates key College elements such as market research, IT requirements, facilities, housing, and food services. Success will be demonstrated by the completion of a comprehensive plan that enables the College to make an informed decision on its adoption.	Met Target
3.2.3 - Launch the pilot Integrated Planning for Services in a phased rollout to other service areas that will result in recommendations related to service redesign, enhancement, reduction or elimination. Success will be measured by adoption of the finalized process by service areas and relevant recommendations leading to more effective and efficient service delivery.	**Partially Met Target** Recommendations made regarding redesign & enhancement. Continuing to work in the 17-18 year on other opportunities.

Objective	Achievement
3.2.4 - Implement the recommendations from the analysis of 15/16 Integrated Planning for Academic programming processes. Success will be measured by improved IP for Academic scores on "watch" programs, and sun-setting of identified programs (to make room for new program launches). Connect the college space planning processes with Integrated Planning (IP) (academic and service) data to support ongoing revitalization and renewal of the college program mix designed to boost enrolment.	Exceeded Target
3.2.5 - Implement regular competitive reviews and a strategy that improves marketing, program availability and services to compete directly against private colleges.	**Partially Met Target** Completed 1 competitive Review. Re-hired for Director of Strategic Planning and Product Development
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 - Reassess Information Technology Services (ITS) operating and capital budgets to align the business needs vs budget allocation. Success will be measured by the establishment of an IT governance protocol, through a successful adoption of the Student Tech fee protocol and the development of a structure to articulate and capture corporate multiyear operational expenditure forecasts.	Exceeded Target
3.3.2 - Build a roadmap design for enterprise wireless coverage at the College that enables the future demands of the academic & business need. Success will be measured by the production of an intended architecture design fall 2016, and the beginning of a phased approach in an uplift of the wireless network capacity.	Exceeded Target
3.3.3 - Build upon the existing College phone system to enable the expansion of video conferencing facilities that support e-learning and the MetaProject travel cost savings initiatives. Success includes working within budget to update the Video conferencing abilities of the College phone system and the implementation and adoption by user groups at differing campuses as a tool to reduce current levels of intercampus travel.	**Partially Met Target** Initial objectives achieved, but expansion and full user adoption of licensing and features have extended this project into 17/18 objectives.
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 - Strategically develop and plan for green/sustainable capital/infrastructure projects in order to position the College for application and proactive advocacy efforts to obtain new federal and provincial funding anticipated to be made available for 2016-2020. Success will include development of proposals related to greenhouse gas reducing initiatives including energy reduction projects, retrofits and upgrades to existing aging campus infrastructure in line with campus master plan strategies and sustainability plan targets.	Met Target
3.4.2 -Complete at least four specifically operational energy reduction projects that will position the College to deliver additional fixed and demand load energy savings of approximately 1.5% annually.	Met Target

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Objective	Achievement
3.4.3 - Complete key projects in facilities including the Kawartha Trades & Technology Centre (KTTC) space/support for launch of the Graphic Design program in Sept/16, the move of the Esthetician Program to the Sutherland campus for Sept/16, and the prioritization of the Frost Campus Master Plan initiatives contingent on Capital funding availability.	Exceeded Target
3.4.4 -Implement sustainability measures that ensures we exceed the STARS silver ratings benchmark	Exceeded 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 - Develop a mental health strategy that will promote a more proactive, collaborative approach across the Fleming community. This will be a multi-year project with a focus in year 1 on students. Success will be measured by the completion of a community consultation and the creation of a website to better communicate resources, services and initiatives.	Met Target

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 - Proactively monitor and manage College operations in 2016-17 to generate a minimum financial contribution to reserves (surplus) of $1 million after committing a minimum of $0.5 million in operating investments in the year.	**Exceeded Target**
4.1.2 - Develop infrastructure proposals to be submitted to the recently announced Post-Secondary Institutions Strategic Investment Fund. Develop and launch capital fundraising plans in support of the successful proposals during fiscal 2016 – 2017.	**Met Target**
4.1.3 - Implement the Fleming Risk Management framework.	**Partially Met Target** Original dates pushed back to March/17 for Board Risk Appetite discussion. Further implementation work will continue into 201-7-18
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 - New program development will occur with analysis of the School program credential mix to ensure effective School program portfolio management.	**Exceeded Target**
4.2.2 - Create a dynamic business development model for contract training that focuses in the areas of water-related initiatives, Lean, leadership and health specialization, while taking advantage of relevant opportunities. The measure of success will be the achievement of the 2016/2017 Contract Training targets for new business development - $500k with $200k contribution to overhead.	**Partially Met Target** College finalized a new org structure for CE/CT with a new Dean of Flexible Learning (hiring is underway)
4.2.3 - Assess Ontario Learn (OL) catalogue to determine opportunities for new certificate offerings. Success will be measured by development of 3 OL certificate programs.	**Partially Met** One OL cert. approved
4.2.4 - Improve cost-effectiveness of financial transactions and processes by investigating alternatives for reducing bank fees and streamlining and automating payment and receipts processes – eg: student payment processes.	**Exceeded Target**
4.2.5.1 - Contribute to the achievement of the goals set out in the 2016-17 Enrolment Plan through: - Developing and refining digital advertising and recruiting outreach tools combined with traditional promotions - Developing and sharing concise, unique selling propositions for each school program cluster or individual program - Creating and executing marketing plans in support of program clusters identified for growth in the Strategic Mandate Agreement; Natural Resources and Environmental Science, Trades & Technology, healthcare and Community Services, Arts and Heritage - Supporting additional programs identified as high priority by academic leaders.	**Exceeded Target**

Fleming College

Objective	Achievement
• Increasing focus on selected target market segments: Non-direct, International, Indigenous, Eastern Greater Toronto Area	
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 - Successfully complete the second year of the MetaProject ensuring a flow of strong ideas and the most impactful ideas are identified as objectives in the Business Plan. Success will be measured through the financial and business plan achievements and the completion of objectives in the engagement plan that connects to change.	Met Target

Analysis of Operational Performance for 2016

1. Deliver Outstanding Student Learning and Experiences

- The School of General Arts and Sciences completely re-designed first and second semester communication courses across the College. The aim of both first and second semester courses is to provide frequent opportunities for students to write and receive feedback. As part of the re-design, blogging was introduced as a critical component of the curriculum; blogging engages students in designing a creative and professional digital presence.
- The Community Integration through Cooperative Education program has successfully completed its first year of the newly re-designed 2 year curriculum. Additionally a multi-sensory room was designed for students with learning and physical exceptionalities. The multi-sensory room is a relaxing environment that increases creative sensory input and mobility while minimizing distractions.
- General Arts and Science faculty developed 3 new web-based courses across various disciplines (Mathematics, Communications and a General Education course) to be delivered in a compressed in a 7 week format. These curriculum re-designs were in support of offering more flexible and efficient delivery models for our students.
- Classroom redesign occurred for both Math and CICE courses. Rooms were reconfigured to improve physical and visual accessibility for students and allow access for faculty interaction while helping to facilitate peer connection and collaboration. Whiteboards were installed around the classrooms to support teaching and learning through active engagement.
- Successful launch of Graphic Design – Visual Communication and Construction Engineering Technician programs
- The 3rd semester of the Fish and Wildlife program was redesigned to include Fisheries, Wildlife, Habitat, Wetland, and Freshwater Ecology Field Schools. These field schools introduce new skills to Fish and Wildlife students such as: boat handling, applying the use of GPS units, fish netting, sampling and tagging, as well as working under standardized protocols for habitat assessment, wetland classification, bird banding, and use of wildlife monitoring technologies.

- Launch of the Interactive Learning with Toddlers and Families program implemented by third semester Early Childhood Education students. Toddlers engage in a development focused play-based program while families participate in an interactive workshop.
- Opening of the Spa at Fleming which amalgamates both the Esthetics and the Massage programs under one inclusive business in a modern sleek environment providing work integrated learning opportunities for Fleming students.
- Fleming College's School of Environmental and Natural Resource Sciences expanded its Co-operative Education programming, providing students with improved access to real-world work experiences before they graduate. In September 2016, Fish and Wildlife Technician and Forestry Technician included optional Co-op opportunities for students while Resource Mapping Technician and Aquaculture, a graduate certificate program, added mandatory Co-ops.
- Fleming College saw an immense growth in its international student population. Total international enrolment grew by more than 12% in 2016, leading to a record number of 423 international students studying at Fleming College. The students came from 26 different countries and were enrolled across 31 programs.
- Fleming College signed the first unconditional 2+2 diploma-to-degree pathway agreement between an Ontario College and an Ontario University. The agreement allows graduates from our two-year accounting diploma to enter directly into third year of Trent's four-year BBA degree with a specialization in Accounting.
- Enhanced student skill development opportunities outside of the classroom through various successful initiatives such as; piloted a campus-wide student employee and student leader training; expanded practicum students in student services, including applied projects; developed a student feedback group; creation of Information Literacy Workshop Series in our Library; successful launch of tutoring workshops for targeted courses; hosted most popular Ace It! (exam prep and study skills event) to date, with over 60 attendees; Initiated Campus Health Workshop Series; started support groups at the Sutherland & Frost campuses for students on the autism spectrum.
- Following the signing of the Indigenous Education Protocol (IEP), completed a three year work plan to map out how we will implement the Protocol. Completed Year 1 of the plan with Year 2 underway. The plan has full endorsement of our Aboriginal Education Council and some highlights include: Aboriginal Student Services Elder taught students Ojibwa language skills resulting in students knowing their language and beginning a path to reclaiming it; Introduced an Indigenous component to Fall Orientation; established the Bishkaa Program - an early orientation and student mentor program and participants were retained and are moving on to Semester 3 and mentors gained great leadership skills;

  Fleming College and Trent University signed an agreement providing a pathway for Fleming students into Trent's Indigenous Bachelor of Education (B.Ed.) program, a new five-year concurrent degree that puts Aboriginal knowledge and perspectives at the forefront of teacher training.

  5 Programs now have the Indigenous Perspectives Designation
    o Child and Youth Worker
    o Social Service Worker
    o Mental Health and Addictions Worker
    o Ecosystem Management Technician
    o Ecosystem Management Technology

Fleming College

- Developed a mental health strategy that promoted a more proactive, collaborative approach across the Fleming community. Year 1 focused on primarily student focused activities which included: community consultations; Mental Health Initiatives awareness activities; creation of a website to better communicate resources, services and initiatives
- Established a sustainable plan and successful transition for the Diversity portfolio supported by ELT that included establishing a dedicated pt position that supports LGBTQ+ students, Diversity Community of Practice, enhanced Positive Space program and support for the usage and review of the multi-faith space on campus, all within reduced financial and human resources
- Re vamped and agreed to the IT ancillary fee with both Student Government to align with services relevant to their needs and changes in Technology. Launched the first BYOD/wireless program in the College – Digital Design
- Successfully promoted and executed two key events targeting female students: Fleming Women in Trades event and Women in Trees

2. Collaborate and Prosper with our Communities

- Successfully partnered with GPIC and their downtown Innovation Cluster to strengthen our relationship with aspiring entrepreneurs in the community and provide our students with an enhanced location to pursue their applied project work.
- Reclaim Artist in Residence, Valerie Ashton, spent six weeks collecting and repurposing in the Haliburton landfill as part of a partnership with the Municipality of Dysart. The residency's intent is to provide education on the issues of waste, particularly in our community. Valarie spent her time at HSAD experimenting with techniques at the landfill by creating "rolled landfill landscapes," using paint to uncover the natural patterns found within the discarded.
- Sustainable Building Design and Construction built the Off-Grid Alternative Energy Presentation Centre at Abbey Gardens, a 1,200 sq. ft. building constructed with sustainable and natural features such as rammed earth and straw bale walls and traditional timber framing
- Launched a new *Report to the Community* publication

3. Excel as an Organization
- Introduced a systematic project management process and benefit realization management to better track success related to business plan objectives and understand the impact of the objectives we have established
- Created a tighter connection with our planning documents and the Strategic Management Agreement so that we can have more focus in-year
- Established an Innovation Fund to seed innovative ideas related to moving student learning and the organization forward
- Designed and implemented leader and support staff professional development that supports transformational change
- Completed staff competencies and developed a learning guide and toolkit to guide the behavioural expectations of the organization

- Streamlined and staged full-time hiring to have more of an impact and better attract qualified candidates
- Created a more focused, streamlined business plan with clear metrics and more transformational change objectives
- Completed the second year of the MetaProject increasing the innovative ideas that moved to objectives in the business plan and completing the first phase of integrated planning with three service areas
- Procured funding and initiated planning for significant facilities modernization projects that will be completed in 2017-18 on aging, original wings of the College's two largest campuses; these will provide state of the art lab facilities, esthetic improvements and energy/sustainability benefits to significantly improve the student experience for the future
- Completed the renaming and transformation/service delivery improvements of the College's Physical Resources (Facilities) department that has led to significant improvements to responsiveness, service levels, and communications to all stakeholders
- Redesigned and implemented fundamental changes to greatly improve the security of the College IT network, with no service impact. Launched pilot project of Video Conferencing linking 3 campuses virtually.
- Constructed a unique, world-class flexible learning and conference facility within the Kawartha Trades and Technology Center, which will become a high profile showpiece for the College and local community
- Record results for the 2016 employee fundraising campaign ($33.8k)
- Successful fundraising to support new College trails network project
- Highest results for annual Haliburton Campus Art Auction in over five years ($32.6k)

4. Enhance Financial Health and Sustainability

- Continued our strong progress on strengthening the College's financial planning and management processes and our focus on 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 $4.8 million.
- Led the college system in application growth for Fall 2017 (+4.1% versus -1.7% provincial average)
- Record winter enrolment for Jan. 2017 (first-semester intake was 1,238 students, the highest in the College's 50-year history.)
- Increased on-campus prospect engagement to record levels – conducted more tours than ever before (over 680 at Sutherland and Frost Campuses)
- Piloted new conversion tactics in GTA – conversion events and March break tour incentives
- Reached new highs in social media reach and engagement – Facebook , twitter and Instagram

Fleming College

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 - *Enclosed*

D. KPI Performance Report

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 2016-2017 Annual Report

Appendix B

Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE
COMPARISON OF REVENUES & EXPENSES

	2016-2017 Financial Plan	2016-2017 Actual	2015-2016 Actual
REVENUE			
Operating Grants	$49,743,995	$51,101,145	$50,221,755
Capital Grants	908,377	690,013	517,069
Student Tuition	34,474,261	34,314,200	31,347,211
Other	14,438,218	16,281,414	15,052,384
Ancillary Operations	5,436,600	5,593,399	5,558,358
Amortization of Deferred Capital Contributions	4,435,000	5,000,995	4,529,081
	109,436,451	112,981,166	107,225,858
EXPENDITURES			
Salary, Wages and Benefits	$71,487,438	$69,841,038	$69,152,200
Service and Supplies	17,106,524	19,192,348	15,556,958
Utilities, Maintenance and Taxes	8,528,971	8,126,829	8,467,254
Other Expense	4,071,867	4,263,502	4,331,446
Amortization of Capital Assets	6,892,521	6,793,714	6,975,547
	108,087,321	108,217,431	104,483,405
Excess of revenue over expenditure	$ 1,349,130.0	$ 4,763,735.0	$ 2,742,453.0

Fleming College

Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE
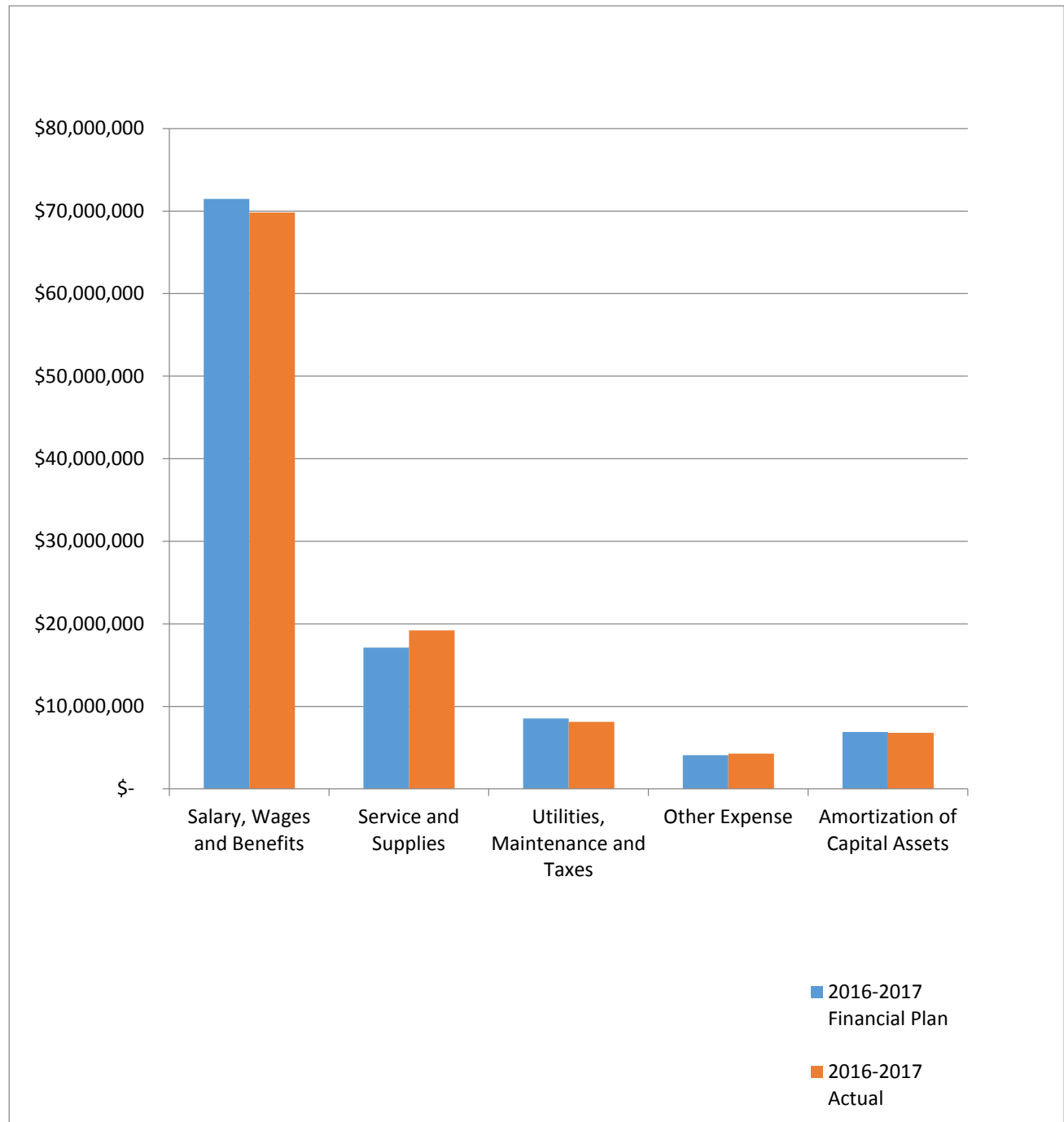
COMPARISON OF REVENUES - 2016-2017 BUDGET TO ACTUAL
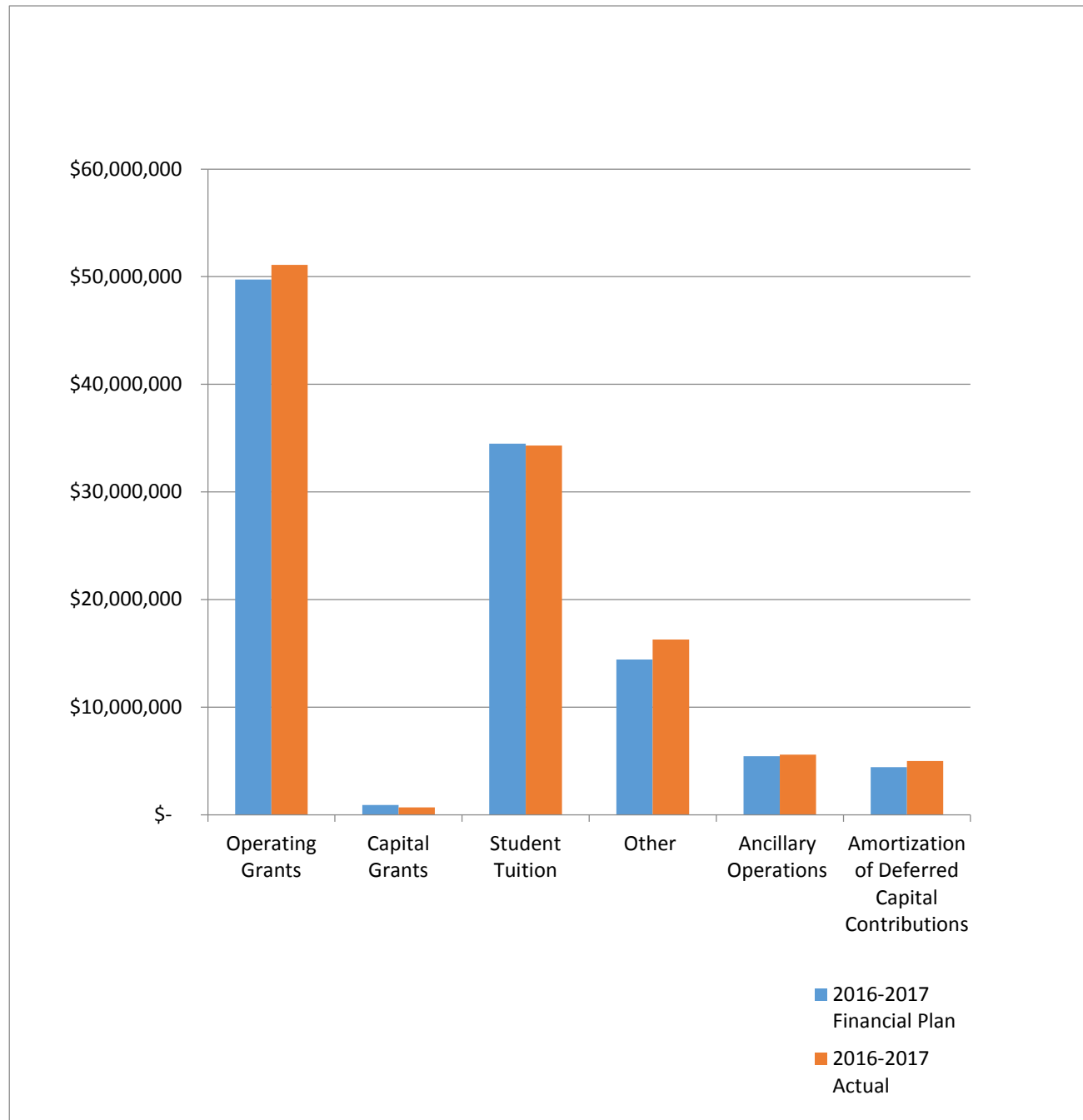
Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE

COMPARISON OF EXPENDITURES - 2016-2017 BUDGET TO ACTUAL

Fleming College

Appendix D – KPI Results April 2017

Key Performance Indicators (KPI)

1. Graduate Satisfaction

How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?
(% Very Satisfied or Satisfied)

2. Employment Rate

of graduates employed during MTCU reference week, 6 months after graduation *(of those eligible for work).*

3. Employer Satisfaction

How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?
(% Very Satisfied or Satisfied - employers were contacted only if graduate gave permission)

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Key Performance Indicators (KPI)

4. Graduation Rate

% of graduates who complete program requirements within a time frame equalling 200% of program duration.
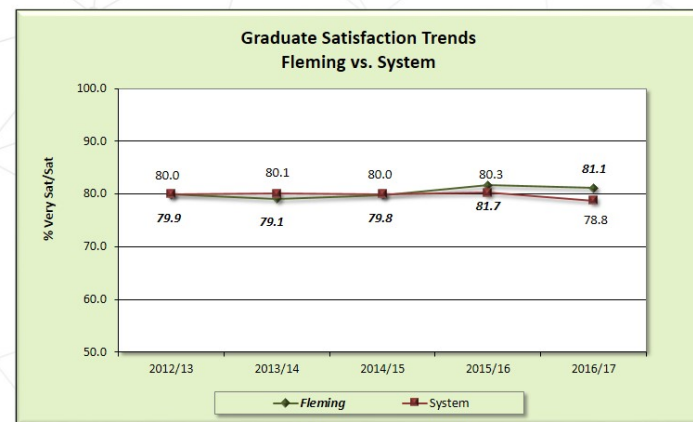
5. Student Satisfaction

Students included in KPI if they answered all 4 CAPSTONE questions (Q13, Q24, Q39, Q49) and semester question (Q2).
(1st semester excluded)

  Q13: OVERALL, your program is giving you knowledge and skills that will be useful in your <u>future career.</u>
  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.

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KPI Results

	FLEMING					SYSTEM				
	2014/15	2015/16	2016/17	% Diff 2014/15 vs. 2015/16	% Diff 2015/16 vs. 2016/17	2014/15	2015/16	2016/17	% Diff 2014/15 vs. 2015/16	% Diff 2015/16 vs. 2016/17
Graduate Satisfaction	79.8	81.7	81.1	+1.9	-0.6	80.0	80.3	78.8	+0.3	-1.5
Employment Rate	84.0	84.5	82.7	+0.5	-1.8	84.0	83.6	83.0	-0.4	-0.6
Employer Satisfaction	93.2	94.3	92.0	+1.1	-2.3	88.1	91.4	91.2	+3.3	-0.2
Graduation Rate	66.5	66.9	68.8	+0.4	+1.9	65.7	66.7	66.6	+1.0	-0.1
Student Satisfaction	80.3	77.6	78.6	-2.7	+1.0	76.2	76.8	76.5	+0.6	-0.3

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KPI Graduate Satisfaction Trends

Graduate Satisfaction Trends
Fleming vs. System

Fleming College
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KPI Employment Rate Trends

Employment Rate Trends
Fleming vs. System

% Employed (Overall)

	2012/13	2013/14	2014/15	2015/16	2016/17
Fleming	83.6	82.8	84.0	84.5	82.7
System	84.3	83.4	84.0	83.6	83.0

Fleming — System
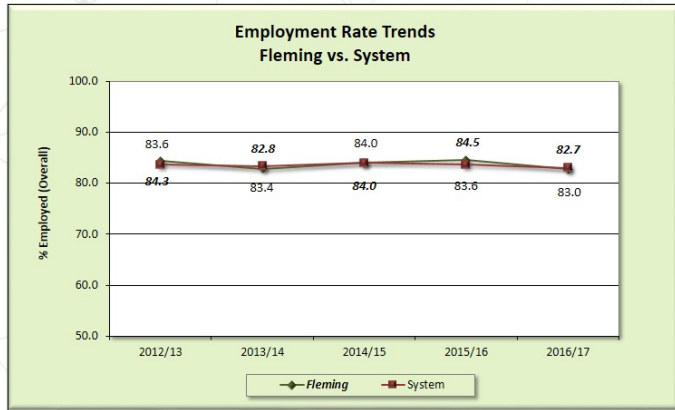
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KPI Employer Satisfaction Trends

Employer Satisfaction Trends
Fleming vs. System

% Very Sat/Sat

	2012/13	2013/14	2014/15	2015/16	2016/17
Fleming	93.8	92.6	93.2	94.3	92.0
System	93.4	92.2	88.1	91.4	91.2

Fleming — System
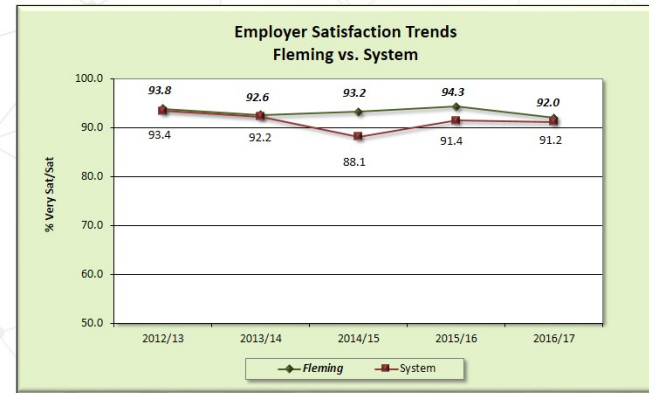
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KPI Graduation Rate Trends

Graduation Rate Trends
Fleming vs. System

% Graduate

	2012/13	2013/14	2014/15	2015/16	2016/17
Fleming	65.7	65.4	66.5	66.9	68.8
System	64.8	65.4	65.7	66.7	66.6

Fleming — System
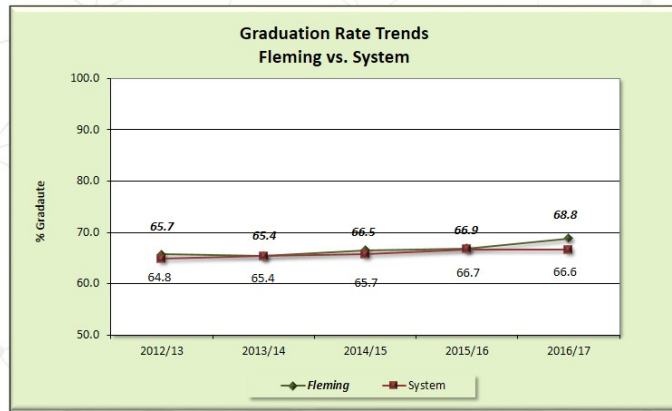
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KPI Student Satisfaction Trends

Student Satisfaction Trends
Fleming vs. System

% Very Sat/Sat

	2012/13	2013/14	2014/15	2015/16	2016/17
Fleming	76.9	76.3	80.3	77.6	78.6
System	77.1	77.2	76.2	76.8	76.5

Fleming — System
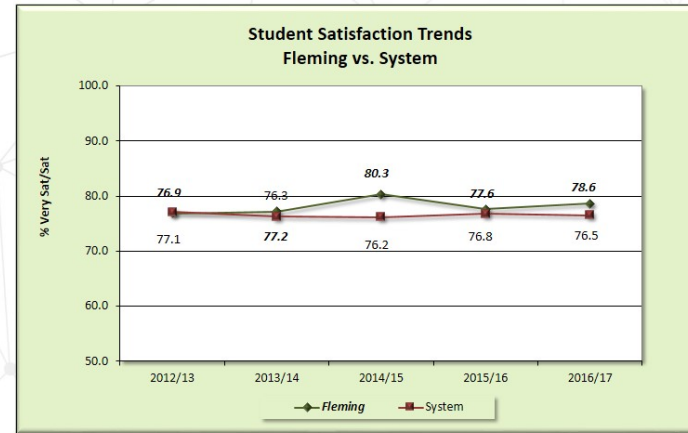
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KPI Survey Response

KPI Graduate Outcomes Survey

Reporting / Survey Year	Year of Graduation	# Grads	# FUNDED Grads	# Valid Grad Surveys	# Available For Work	# Employer Contacts (Permission)	# Valid Employer Surveys	# Valid Grad Satisfaction Surveys (Q34)
2013/14	2012/13	2,846	2,755	1,513	1,117	352	203	1,493
2014/15	2013/14	2,866	2,665	1,304	982	329	147	1,289
2015/16	2014/15	3,002	2,761	1,176	890	287	105	1,160
2016/17	2015/16	3,151	2,803	993	768	228	88	982

KPI Student Satisfaction and Engagement Survey

Reporting/ Survey Year	# Eligible Students	# Total Surveys (incl 1st semester)	# KPI Valid Surveys
2013/14	5,569	4,246	3,730
2014/15	5,639	4,296	3,731
2015/16	5,546	4,273	3,776
2016/17	5,467	4,033	3,457

KPI Graduation Rate

Reporting Year	# Entrants	# Grads
2013/14	4,020	2,630
2014/15	3,911	2,601
2015/16	3,846	2,573
2016/17	3,991	2,746

KPI Student Satisfaction Results
(Fleming vs System)

	Year	#	Q13 Knowledge & Skills - Future Career VS/S %	Neither %	D/VD %	Q24 Learning Experiences - Program Quality VS/S %	Neither %	D/VD %	Q39 Quality of Services VS/S %	Neither %	D/VD %	Q49 Quality of Facilities/Resources VS/S %	Neither %	D/VD %	Overall KPI Student Satisfaction VS/S %	Neither %	D/VD %
FLEMING	2014/15	3,731	88.7	8.0	3.3	82.6	12.5	4.9	69.3	25.2	5.5	80.6	16.2	3.2	80.3	15.5	4.2
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	2016/17	3,457	87.0	8.6	4.3	80.8	13.8	5.4	67.1	26.3	6.7	79.7	17.0	3.3	78.6	16.4	4.9
	% Diff		+1.2 ▲			+0.7 ■			+1.6 ▲			+0.5 ■			+1.0 ▲		
SYSTEM	2014/15	126,190	87.0	9.3	3.7	79.8	14.9	5.3	63.8	28.2	8.1	74.4	19.9	5.7	76.2	18.1	5.7
	2015/16	132,997	87.0	9.2	3.8	80.0	14.6	5.4	64.6	27.5	7.9	75.6	19.1	5.3	76.8	17.6	5.6
	2016/17	131,760	86.9	9.2	3.9	79.5	14.8	5.7	64.6	27.4	8.1	75.3	19.2	5.5	76.5	17.7	5.8
	% Diff		-0.1 ■			-0.5 ▼			0.0 ■			-0.3 ▼			-0.3 ▼		

KPI Student Satisfaction Results
(Fleming vs Medium)

	Year	#	Q13 Knowledge & Skills - Future Career VS/S %	Neither %	D/VD %	Q24 Learning Experiences - Program Quality VS/S %	Neither %	D/VD %	Q39 Quality of Services VS/S %	Neither %	D/VD %	Q49 Quality of Facilities/Resources VS/S %	Neither %	D/VD %	Overall KPI Student Satisfaction VS/S %	Neither %	D/VD %
FLEMING	2014/15	3,731	88.7	8.0	3.3	82.6	12.5	4.9	69.3	25.2	5.5	80.6	16.2	3.2	80.3	15.5	4.2
	2015/16	3,776	85.8	8.7	5.5	80.1	13.5	6.5	65.5	27.3	7.2	79.2	17.2	3.6	77.6	16.7	5.7
	2016/17	3,457	87.0	8.6	4.3	80.8	13.8	5.4	67.1	26.3	6.7	79.7	17.0	3.3	78.6	16.4	4.9
	% Diff		+1.2 ▲			+0.7 ■			+1.6 ▲			+0.5 ■			+1.0 ▲		
MEDIUM	2014/15	39,795	88.1	8.6	3.3	81.4	13.8	4.8	65.7	27.5	6.7	76.7	18.8	4.5	78.0	17.2	4.8
	2015/16	40,840	87.9	8.5	3.7	80.9	14.0	5.1	66.4	26.9	6.8	77.5	18.3	4.2	78.2	16.9	4.9
	2016/17	39,617	87.9	8.4	3.7	80.8	14.0	5.3	67.0	26.3	6.7	77.5	18.1	4.5	78.3	16.7	5.0
	% Diff		0.0 ■			-0.1 ■			+0.6 ▲			0.0 ■			+0.1 ■		

Medium-sized college grouping is based on number of enrolled students as reported to CCI Research Inc. in each survey year:
2014/15 – 2016/17 Cambrian, Conestoga, Durham, Fleming, Georgian, Niagara, St. Clair, St. Lawrence

KPI Student Satisfaction Capstones

Fleming Student Satisfaction Capstones

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Q13	86.1	86.8	85.9	86.8	88.7	85.8	87.0
Q24	80.4	80.5	79.5	79.4	82.6	80.1	80.8
Q39	65.4	69.1	69.3	77.3	69.3	65.5	67.1
Q49	66.4	72.1	72.2	77.3	80.6	79.2	79.7
Overall	74.6	77.1	76.9	77.2	80.3	77.6	78.6
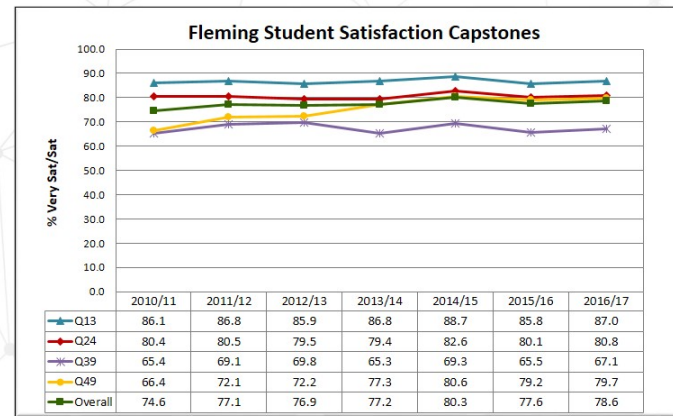
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Appendix G

2016-2017 Board of Governors of Sir Sandford Fleming College

- **Lori Sutcliffe-Geens,** Board Chair (Cobourg)

- **Dana Empey,** Board Vice-Chair; Chair-Executive Committee (Peterborough)

- **George Gillespie,** 2nd Board Vice-Chair; Chair-Audit Committee (Peterborough)

- **Paul Downs** (Millbrook)

- **Rosemarie Jung** (Haliburton)

- **Shelley Knott Fife** (Curve Lake)

- **Mike Leonard** (Fraserville)

- **Katherine MacIver** (Lindsay)

- **Daniel (Dan) Marinigh** (Peterborough)

- **Nancy Martin-Ronson** (Peterborough)

- **Mike Perry** (Little Britain)

- **Jungeon (Joon) Kim**, Student Governor

- **Susan (Sue) Kloosterman,** Administrative Governor

- **Patti Watson,** Academic Staff Governor

- **Heather Kerrigan,** Support Staff Governor

- **Tony Tilly,** College President

- *One external vacancy*

Appendix H

President's Advisory Council 2016-2017 Annual Report

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

Background • 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.
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 2016-2017 (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 • Start-up • International students • Constituents' concerns • Post-Secondary Institutions Strategic Investment Fund • Frost Campus Open Forum • Future readiness of graduates • Mental Health • Waste Diversion Plan • Marketing/Student Recruitment

• risk	• Key Performance Indicators (KPI) surveys

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 was excellent.
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.
Prepared by	Secretary, President's Advisory Council

Fleming College