

# Fleming College

Annual Report  
2018-2019



# Table of Contents

APPROVED: by the Board of Governors, May 22, 2019

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<b>Introduction.....</b>	<b>2</b>
<b>Vision, Values and Core Promise .....</b>	<b>5</b>
<b>2017-20 Strategic Mandate Agreement <i>Areas of Differentiation</i> .....</b>	<b>6</b>
<b>Achievement of Objectives by 2015-18 Strategic Plan Goals .....</b>	<b>8</b>
<b>Operational Accomplishments for 2018/2019 .....</b>	<b>13</b>
<b>Appendices .....</b>	<b>19</b>

# Introduction

Our 2018/2019 Annual Report is the last report related to the college's 2015-2018 Strategic Plan. The past year has been one of transition and change, highlighted by the hiring of our new President, Maureen Adamson, and the development of a new strategic plan to guide the college's development over the next five years.

Looking back, the college made progress on many priorities and metrics set out in the Strategic Mandate Agreement (SMA2) 2017-2020, including areas such as overall enrolment growth, applied research and financial performance. Several infrastructure improvements were completed during the year, including two significant projects that improved classrooms, labs, student spaces at our Sutherland and Frost Campuses. These projects were completed with the support of the Strategic Infrastructure Fund.

With the guidance of our new plan, Fleming will undergo tremendous change. Building on the foundation we have, including some of the achievements experienced in 2018-2019, the college will create a new emphasis on meeting the needs of our regional labour markets, build and deliver exceptional student experiences and more fully integrate the college into our communities to build economic and social prosperity for all.

June 2019

On behalf of the Board of Governors of Sir Sandford Fleming College, it is my pleasure to present Fleming College's 2018-2019 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. Perhaps most exciting is the Board recruiting a new President for the College. Maureen Adamson was the result of a national search conducted by the Board with assistance from the Phelps group. Maureen assumed the role August 20, 2019.



A new by-law was signed for the general conduct of the affairs of Sir Sandford Fleming College. These by-laws were unanimously approved by Fleming College's Board of Governors and will be a cornerstone to Fleming's future renewal, and a commitment to best practice in governance and board oversight.

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 President Maureen Adamson, and the entire team of Fleming College employees for their dedication and hard work in positioning the College for the next chapter of Fleming's strategic direction.

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 dark ink that reads "Dan Marinigh". The signature is written in a cursive, slightly slanted style.

Dan Marinigh, Chair  
Sir Sandford Fleming Board of Governors

June 2019

Along with Board Chair Dan Marinigh and the Board of Governors of Fleming College, I am pleased to submit this report on 2018-2019 progress made and milestones achieved over the past year.

This last year has been monumental for change as we set out to create a new Strategic Plan that will oversee the next five years of excellence at Fleming College. Over the last few months, we have hosted facilitated feedback sessions, online surveys, workshops and many conversations on and off campus to collect input and guidance on our new direction. Our transformational direction has been approved by the Board and will be launched in June of this year. This will be reflected in next year's Annual Plan.



Fleming has also focused on key operational matters such as KPIs, employment engagement strategies and automating as many services as possible to ensure students can navigate effectively and be successful.

In my first year as President of Fleming College, I am inspired by the new direction of the college. While change is difficult, I want to acknowledge all the hard work and dedication of our Board, employees, our communities and partners. We are at a point where growth and stability is on the horizon. I am excited and encouraged about our progress and our future.

A handwritten signature in black ink, which appears to read 'Maureen Adamson'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Maureen Adamson,  
President

# 2015-2018 Strategic Plan

## 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<sup>1</sup>)***

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<sup>1</sup>)***

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<sup>1</sup>)***

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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<sup>1</sup> 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.



# Achievement of Objectives by 2015-18 Strategic Plan Goals

OBJECTIVE	ACHIEVEMENT OF OBJECTIVES
<b>1. DELIVER OUTSTANDING STUDENT LEARNING AND EXPERIENCES</b>	
<b>1.1. Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning and authentic assessment.</b>	
1.1.1 Launch 2 new programs in e-Learning formats. Develop a plan to increase new courses in e-learning formats depending on programming mix and direction.	<b>Met Target</b>
<b>1.2. Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology.</b>	
<b>1.3. Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation.</b>	
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 19-20 to enhance differentiation (aligned with <i>IP for Services Objective</i> ).	<b>Met Target</b>
1.3.2 Establish a Retention Committee as a subcommittee of Academic Council to review retention stats, comparators, best practices and make recommendations for improvement. A member of the Student Services team will also be represented on this committee to bring this perspective to 'student success'.	<b>Partially Met Target</b> <i>Faculty, Student and Staff feedback not attained.</i>
<b>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.</b>	
1.4.1 Implement redesigned New Program Development process. Resulting in 4 new programs approved at the board during the 18/19 year.	<b>Exceeded Target</b> <i>7 program approvals instead of the planned 4</i>
<b>1.5. Focus unrelentingly on quality by implementing effective, evidence-based program review and accreditation processes to ensure outstanding student learning.</b>	
1.5.1 Successfully implement, monitor and report on 2018 OCQAS Audit recommendations to improve quality as identified by OCQAS.	<b>Met Target</b>
<b>1.6. Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.</b>	

<b>1.7. Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners and clients.</b>	
1.7.1 Continue to promote and support applied research activities in other areas of the College including for the School of Business and School of Trades and Technology, as well as for SENRS with emphasis on aquaculture. Success will include a grant of at least \$100K for aquaculture applied research.	<b>Partially Met Target</b> <i>Postponed 3 grant proposals; waiting for decision on \$150k</i>
1.7.2 Through the Centre for Sustainable Municipalities (CSM): - secure NSERC Industrial Research Chair for \$1M of NSERC funding and \$1M in-kind funding; - secure \$50K in small project funding; and - secure training and fee-for-service Revenue of at least \$200K	<b>Met Target</b>
1.7.3 Through the Centre for Advancement of Water and Wastewater Technologies (CAWT) - implement expansion of lab with already secured \$2.5 million CFI-ORF funding; - expand certifications services with NSF especially BNQ-3680-600 which will require partnering with a municipality. - 5 small grants totaling \$125K this year - successfully execute and complete 13 SOWC funded projects valued at >\$2M; and - secure NSERC Technology Access Centre Funding of \$1.75M	<b>Exceeded Target</b> <i>Exceeded small grants target; met all other targets</i>
<b>2. COLLABORATE AND PROSPER WITHIN OUR COMMUNITIES</b>	
<b>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.</b>	
2.1.1 Utilize \$350K of <i>Career Ready</i> funding over two years to provide opportunities to students in programs where those opportunities are currently not available and to expand opportunities in other programs. The <i>Career Ready</i> initiative will move us toward the Ministry's goal of " <i>ensuring that every student has at least one Experiential Learning (EL) activity by the time they graduate from a publicly funded Post-Secondary Education institution by April 2019</i> ".	<b>Partially Met Target</b> <i>Unspent \$112K of project activity (requested of MTCU to carry-over to 19-20)</i>
<b>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.</b>	
2.2.1 Increase the number of female students enrolled in the School of Trades & Tech. by 22% for 2019-20 through a mature learner program, sponsorships and Homeward Bound Program.	<b>Met Target</b>

<b>2.3 Encourage, facilitate and recognize student and staff contributions toward community betterment.</b>	
<b>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.</b>	
2.4.1 Develop Business Intelligence with a view to create the optimal balance of international and domestic enrolment targets, ensuring adequate student supports are in place.	<b>Partially Met</b> <i>Continuing Objective into 19-20</i>
<b>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.</b>	
2.5.1 Investigate the opportunity for an Indigenous Studies Chair	<b>Met Target</b>
<b>3. EXCEL AS AN ORGANIZATION</b>	
<b>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.</b>	
3.1.1 Develop a new Strategic Plan and new Academic Plan for the College.	<b>Partially Met Target</b> <i>Academic Planning in 19-20</i>
3.1.2 Complete an Employee Engagement Survey and develop plans to address areas of opportunity".	<b>Met Target</b>
<b>3.2 Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences.</b>	
3.2.1 Launch the One-Card system by establishing a One-Card Steering Committee to direct the roll-out of the Year 1 phase of the Implementation plan at Sutherland Campus.	<b>Met Target</b>
<b>3.3 Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.</b>	
3.3.1 To provide enhanced program delivery, implement the recently acquired <i>Virtual Desktop Infrastructure</i> in a pilot project to enable 2 sites (i.e. Haliburton and Norwood's Fire Fighting Program) to use physical space as both a hands-on teaching environment and a computer lab for students. Success of this pilot project will contribute to flexible delivery of programs. This will also contribute to cost savings of PC lab refreshes by \$200K for the 19/20 year.	<b>Met Target</b>
3.3.2 Implement required improvements identified in the <i>17/18 Cyber Security Review</i> . Improvements will address IT infrastructure, policies and procedures as outlined in the ERM - Cyber Risk Register.	<b>Met Target</b>
3.3.3 Upgrade Faculty and students to the cloud with Microsoft Office 365 software suite to enable them full use of the collaboration tools the product offers.	<b>Met Target</b>

3.3.4 Develop a multi-campus, <i>Long-Range Housing Plan</i> that includes strategies to address a number of capacity issues for the present and future.	<b>Partially Met Target</b> <i>Project on Pause</i>
3.3.5 Through a GGCRP Innovation Grant of \$6.2M and an annual capital project that will result in reduction of 600 Tons of CO2 by end of 2018/19, Fleming will: - reduce deferred maintenance on existing equipment, - decrease the carbon footprint of the College, - increase academic alignment with current and future energy reduction/generation technologies	<b>Met Target</b>
<b>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.</b>	
3.4.1 Launch 2018-2021 Sustainability and Climate Action Plan aligning targets with Provincial priorities and execute first year annual action plan (18/19) achieving 80% of the annual goals.	<b>Met Target</b>
<b>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.</b>	
3.5.1 Develop a new "Harm Reduction" strategy to build on previous studies and work concerning opioid and marijuana increased prevalence in the student environment and society in general. The strategy will focus on education for students & staff.	<b>Partially Met Target</b> <i>Final draft of strategy incomplete</i>
<b>4. ENHANCE FINANCIAL HEALTH AND SUSTAINABILITY</b>	
<b>4.1 Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.</b>	
<b>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.</b>	
4.2.1 Continue to develop and implement a Strategic Enrolment Long-Term Plan that is aligned with the SMA2 and will inform the SMA3.	<b>Partially Met Target</b> <i>SEM Long-term plan will be part of Academic Planning in 19-20</i>
Achieve enrolment that will maintain our corridor funding position.	

**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 Develop a Data Governance Framework to support enrollment targets, and SMA3 target metrics that allow for:

- transparency of processes, open access to data, information and Business Intelligence
- cross-functional input and coordination on 'how' data is structured and 'what' reports are generated through building standard repeatable processes
- better enable decision-making; and
- clarify operational responsibilities and accountabilities

**Met Target**

# Operational Accomplishments for 2018/2019

## 1. Deliver Outstanding Student Learning and Experiences

- The first Women in Rocks day was held at Frost November 10<sup>th</sup>. The event is meant to introduce women to potential careers in the geosciences. Over 75 individuals signed up for the event.
- New Sustainable Waste Management Graduate Certificate had a successful first offering
- Human Resources & Counselling Services partnered to share student placement opportunities for F&HP, HR & BSW (Trent) involving development & facilitation of Mental Health & Wellness initiatives for students & employees.
- Accessibility Initiatives
  - Developed and published a Placement Guide for Students with Disabilities
  - Mentored Applied Project students in the development of an accessible wayfinding app for Android phones
- Increased Fleming College hosted course offerings through the Ontario Learn consortium. New programs include:
  - Autism and Behavioural Sciences launched on-line as a part time post graduate certificate with intake in Spring 2019.
  - Developed and launched the Leadership Business Sustainability online post graduate training program, accessing Low Carbon building grants and courses offered in Spring 2019.
  - Approved and developed the Restorative Practices and Alternative Dispute Resolution online post graduate program for launch in Fall 2019.
  - Partnered with University of Waterloo and Seneca College, to develop the Home Flood Risk Assessment online training program delivered in Winter 2019, first of its kind in the country supporting climate change adaptation measures.
- Developed a sustainable plan to increase offerings and develop high quality new courses in e-learning formats with a programming and credential types mix.
- Office of Applied Research and Innovation (OARI):
  - OARI helped SENRS Aquaculture researchers secure funding for multiple applied research projects and complete proposals for future research opportunities and capacity building.
  - OARI began working with SENRS Arboriculture to seek funding for an applied research project with a specialized engineering firm.
- Centre for Advancement of Water and Wastewater Technologies (CAWT):
  - Wrapped up 13 major multi-year applied research projects (totaling \$1,948,046 in funding) funded through the Southern Ontario Water Consortium (SOWC) Advancing Water Technologies program in December 2018.
  - CAWT successfully completed its first NSF/ANSI 350 certification project.
  - CAWT scored very high (median score of 96%) in its March 2019 laboratory proficiency testing with the Canadian Association for Laboratory Accreditation.
  - The CAWT laboratory developed and added several new methods, including *Escherichia coliforms*/Total coliforms for membrane filtration, and several emerging contaminants (caffeine, trimethoprim, carbamazepine, ibuprofen, sulfamethoxazole, estrone, androstenedione, benzoylecgonine).
  - The CAWT laboratory has applied for licensing through Health Canada for having and using cannabinoids for scientific research purposes.
    - From 2018-2019, the CAWT served 54 clients (38 companies and 16 other clients), working on 58 projects with a range of applied research, testing, and verification services.

- The CAWT Technology Access Centre (funded through NSERC) was successfully renewed for another 5 year term (\$1,750,000 in funding).
- CAWT published three peer-reviewed journal articles and was invited to contribute to an upcoming six volume “Handbook of Environmental Science” to be published in 2020.
- CAWT contributed to an important study on the impact of pharmaceuticals in the Great Lakes (with Pollution Probe, on behalf of Environment Canada) that will be released in April 2019.
- CAWT Manager & Senior Scientist Dr. Barbara Siembida-Losch earned her Professional Engineer licence and designation in November 2018.
- Barbara Siembida-Losch was an expert reviewer for the Ontario Centres of Excellence and the European Commission.
- CAWT Research Scientist/Faculty Dr. Gordon Balch served as a member of the Technical Subcommittee to write the new CAN/CSA-W203 Standard.
- An off-campus CAWT research and testing facility in Minden Hills was established through partnerships with NSF International, Ontario Clean Water Agency, and the Township of Minden Hills. The unique centre will be used for highly sought after CAN/BNQ 3680-600 and NSF 40 testing.
- HSAD - College supported student and faculty design exhibition opportunity in NY (invited by [Wanted Design] Brooklyn)
- HSAD - Graphic Design student community project for United Way – focus on addressing homelessness in the community
- HSAD – Museum Management and Curatorship created a permanent exhibition for the Peterborough Museum and Archives entitled “1920’s Kitchen/Peterborough’s Icy Past”
- Provided peer mentoring support in 5 academic programs, career services, diversity as well as a number of pop up mentoring initiatives to increase peer to peer engagement and support
- Established space at our Sutherland campus to include a cluster of services in our main learning commons including Career Services, Student Experience, Diversity, Off campus housing and Student Rights and Responsibilities alongside International Student
- Launched a new chat and text based service (Ask ON) for library research and assignment support providing remote assistance to students outside regular service hours
- Expanded on line career services platform promoting tools like Interview Stream and Type focus into the curriculum as an alternative to traditional modes of service delivery
- Developed a range of new career programs for international students including a workshop series, pop up advising and drop in services in the new international services space
- Established a new staffing model in tutoring services that included broad subject area specialties and a mandate to communicate and collaborate with faculty, resulting in greater team cohesion, better communication and a more predictable financial model
- Successful co-location of Health Services with Counselling Services at Sutherland Campus
- Health Services detailed student satisfaction survey completed with results indicating high levels of student satisfaction
- Created new trainings on new topics related to non-academic misconduct prevention (conflict resolution, empathy building, supporting peers, etc.) and increased the amount of trainings offered which led to a significant increase in participation numbers (56 workshops and over 2500 participants this year with 46 workshops and ~1500 participants last year).
- The Centre for Sustainable Municipalities (CSM):
  - Was invited to contribute to the creation of the next Canadian Infrastructure Report Card.
  - One new Application Developer (I/O position) was hired to meet the demands of new CSM projects.
  - Fleming College was successful in its application to create an NSERC Industrial Research Chair for Colleges (IRCC) in Predictive Water Network Analytics. The five year, \$2M funding (\$1 M NSERC + \$1

M cash and in-kind from industry) will be used by Dr. Mohammadreza Moslemi, P.Eng. to work with Fleming's industry partners in this area.

- In the School of Health and Wellness
  - EST student, Lauren Graham, was awarded the Governor General Academic Medal, Collegiate Bronze, for academic excellence in 2018.
  - HIM program achieved accreditation through the Canadian Health Information Management Association (CHIMA) for an 8-year term in January 2019.
  - PRN program received highest level of program approval from the College of Nurses of Ontario (CNO) in 2018.
  - The Collaborative BScN program through the Trent / Fleming School of Nursing was accredited by CASN (Canadian Association of Schools of Nursing).
- Multiple programs within the Schools of Health & Wellness and Justice & Community Development are working on Inter-professional Education opportunities as well as incorporating more simulation in curriculum (e.g. Autism Awareness Experience on campus for one week with approximately 200 faculty, staff and students involved; full plan for inclusion of 'simulated participants' in curriculum; creation of sensory room for multiple program use)
- Successful program accreditations achieved in Paralegal and Health Information Management
- Prepared to launch Community Pharmacy Assistant and Emergency Management and Business Continuity in September 2019
- Officially moved into the newly renovated classrooms and labs in the A-wing to provide students with state-of-the-art equipment and learning facilities.
- Implemented refreshed program review and curriculum mapping process which culminated in over 250 faculty participating in a week of intensive mapping and collaboration.
- Created an online coordinator tool kit to aid new and existing coordinators in their role of supporting students
- The Pathways and Registrar's office received CTIG funding- \$119 000.00 to revise Transfer Credit policy and practices, provide additional student pathway advising and supported the creation/and revision of degree completion agreements with UOIT and Trent University.
- Developed a new Program Efficacy Review model replacing the Integration Program Planning model to determine future program viability.

## **2. Collaborate and Prosper with our Communities**

- Ground breaking for the Crayola/United Way/Fleming community garden initiative occurred on October 15<sup>th</sup> and the first steering committee meeting for the project was held on November 7<sup>th</sup>, faculty and technicians from the Sustainable Agriculture program and the Frost Principal/SENRS Dean are involved.
- A partnership between Fleming College and Kawartha Conservation has resulted in the reopening and creation of new trails at Pigeon River Headwaters Conservation Area. For two days in early November, staff from Kawartha Conservation were joined by 43 students in the Fleming College Outdoor Adventure Skills program, as well as two Fleming technicians and an instructor to reopen and reroute a section of the Pigeon River trail system.
- Blasting faculty, Bill Smith, has been interviewed and conducted some explosive experiments for a CBC National documentary and associated podcast ("Bomb on Board") investigating a 5 decade old cold case around a midair explosion of a plane in B.C.
- The 2018 Brian L. Desbiens Community Service Award recipients, Patty Thompson (internal recipient) and Janet McCue (external recipient), were recognized for their outstanding commitment to community volunteerism.



- Partnered with industry to deliver to over 65 local business and organizations in our regions. Delivered training projects to local community partners, including the Trent University, City of Peterborough, City of Kawartha Lakes, Northumberland, Town of Clarington, City of Ajax.
- Developed and delivered online training to Ontario Clean Water Agency to approx. 1,000 employees
- Fleming College collaborated with a number of partners, including the Haliburton Highlands Outdoor Association, on the Gould's Creek Brook Trout Restoration Project.
- Implemented a revised Program Advisory Review template to collect and report on Recommendations that honours the valuable contribution of our community members to our program vitality.
- Successful Women in Policing event held Saturday, March 23, 2019 bringing prospective students, faculty, community mentors and all levels of government together for the day
- HSAD – Partnered with Municipality of Dysart et al to build a timberframe shade structure for the new youth skate park
- Introduced the inaugural campus colour run at the Sutherland campus as a contributor to celebrate the ribbon cutting of the Rainbow Crosswalk
- Athletics and Recreation, Student Experience and SAC co hosted a Leadership in Sport day conference at the Peterborough Sport and Wellness Centre with a focus on diversity and inclusion
- Welcomed approximately 170 employers on campus through a new format for our job and career fairs changing the focus from campus to industries
- Established partnership with campus living centres to enhance housing options available to students in addition to traditional on campus housing
- Increased support to Indigenous students through the pilot of an Indigenous Student Transitions Advisor position and bi-weekly Indigenous staff visits to our Haliburton campus
- Worked with Kawartha Sexual Assault Centre (KSAC) to bring MENding to Fleming – A program to engage men in conversations about healthy masculinity and ways to address gender violence – once they complete the training the men volunteer at least 4 hours to the Office of SR&R
- In September 2018, opened an off-campus residence property at Severn Court through a partnership with Campus Living Centres. Resulted in a 10% increase in the number of beds for first year students.

### 3. Excel as an Organization

- Fleming was chosen to have an exhibit on our unique semester abroad in South Africa at the 2018 Higher Education Summit in November.
- Based on results of employee input, Wellness initiatives included on-campus fitness sessions (Frost & Sutherland), Mental Health workshops/certifications, Resiliency Program.
- Interpretation and implementation of the new Part-time (PT) Support Staff Collective Agreement which requires substantive amendments to existing PT terms and conditions and employee categories, corporate systems, operational procedures, and establishing an expanded labour relationship with OPSEU Local 351.
- Kicked off Fleming's Indigenous Cultural Safety training initiative by offering a half-day Leader workshop entitled Getting to the Roots of Tolerance, delivered by the Southwest Ontario Aboriginal Health Access Centre.
- Provided multi-day Leader professional development related to conflict management and mediation, certified by the University of Windsor Law School.
- Facilitated cross-functional, cross-College teams including the KPI Action Planning team and the team working to improve our faculty workloading processes.
- Planned and delivered an off-site Leader Day for all Leaders.
- Hosted Fleming's first college-wide contract faculty job fair where Academic Chairs interviewed prospective candidates in "speed-dating" style with the goal of building a talent pool of qualified candidates for

contract faculty assignments in the 2019/2020 academic year. Eighty (80%) of candidates interviewed were determined to be qualified or have the potential to be considered.

- Designed and implemented a college-wide Employee Engagement Survey, resulting in a 70% response rate (N=1138) and an engagement index of 73%.
- FDCT reported a high level of overall employee satisfaction through the engagement survey in 2018
- Completed a comprehensive review of the OARI division with recommendations for consideration and plan to be implemented.
- Office of Applied Research and Innovation (OARI):
  - OARI launched a new secure portal for the Research Ethics Board.
  - OARI created and hired a Research Expansion Project Facilitator (I/O position) to help promote and expand applied research into new areas at Fleming College.
  - The college's applied research success over the last five years inspired Colleges and Institutes Canada (CICan) to nominate Fleming College for the prestigious Governor General's Innovation Award.
  - OARI created and published Fleming College's first ever Applied Research Annual Review document, celebrating the college's many research achievements.
- Pharmacy Technician program coordinator and full-time faculty member, Amanda Mushynski, was elected as the Ontario representative for the Canadian Pharmacy Technician Educators Association (CPTEA).
- EST contract faculty member, Gwen Bennet, a full-time faculty member, was awarded the Vice President Academic Contract Faculty Teaching Award in 2018.
- Developed and implemented a pilot quality service training module "Promoting a Campus Culture of Quality Service", initially delivered to student services division, service leaders team and cross departmental group with strong results in evaluations supporting cross departmental sharing of ideas and strategies
- Introduced "Fleming Fridays", a campus spirit boosting in person and social media campaign to encourage students, staff, faculty and alumni to demonstrate their Fleming spirit on Fridays. Over 1,500 participated at the launch in April, 2019
- Introduced a new FT position, Manager, Indigenous Student Services
- Added new tech rich group study rooms, a workshop program room with a laptop lab, a new custom service desk, new furniture and digital signage to the library
- Successful RFP for vendor application of an Electronic Medical Record system with vendor selected, and summer design and training for staff in process
- Launched the Down Low on Getting Down: Healthy Relationship Workshop series (reframing sexual violence prevention by focusing on components and skills within healthy relationships)
- Realigned resources to expand the office of Off-campus Housing. Resulted in a 75% increase in hours available to support student housing needs and integrated services

#### **4. Enhance Financial Health and Sustainability**

- The College once again continued its focus on strengthening its financial sustainability; the College significantly over-delivered the \$8.7 million budgeted surplus for the year – final surplus was \$13.5 million.
- Implemented the "Fair Workplaces, Better Jobs Act" (Bill 148) including numerous systems and procedural changes to facilitate new public holiday and vacation pay entitlements, paid personal leave days, increased paystub information display requirements, and Equal Pay for Equal Work across all three employee groups, followed by repeal of many of those changes under the "Making Ontario Open for Business Act" (Bill 47).
- Designed and implemented a successful Voluntary Exit Option Plan for eligible employees.
- FD-CT has overall seen increases in total student registrations and number of courses delivered both in person, contract training and online delivery modes.

- Ontario Learn registration numbers are flat over a 2 year period, however our hosted online course registrations through Ontario Learn have increased year over year, demonstrating the value in investing in new course development.
- Successfully launched a new PRN intake in May 2018.
- The SPA and Clinic, run by students in the Esthetician and Massage Therapy programs, exceeded revenue targets for the 2018/2019 fiscal year
- Working with the Office of Sustainability, Food Services has been able to significantly reduce the amount of plastic straws, single-use beverage and single-use food containers on our campuses. This initiative has resulted in over 40% of our waste being diverted from landfill due to recycling and compost programs, reduction in the types of waste being thrown away and education on the impact of using plastic straws and single-use containers.
- Office of Applied Research and Innovation Business Development Activity  
(New Awards 2018-19)\*

Funder/Program	Amount	Department
Research Grants	2,358,232	CAWT
Research Grants	1,050,000	CSM
Research Grants	50,000	OARI
Fee for Service/Cash Contributions**	390,580	CAWT
Fee for Service/Cash Contributions**	252,000	CSM
Fee for Service/Cash Contributions**	14,528	OARI
<b>TOTAL</b>	<b>\$4,115,340</b>	

*\*funding to be spent according to individual grant conditions which may be over multiple fiscal years. Figures are indicative of business development success in 2018-2019.*

*\*\* Cash contributions from industry to leverage grants equals \$60,007 (CAWT), \$252,000 (CSM) and \$2,000 (OARI)*

# Appendices

- A.** SMA Annual Report - *to be provided in October*
- 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 2018-2019 Annual Report

## Appendix B

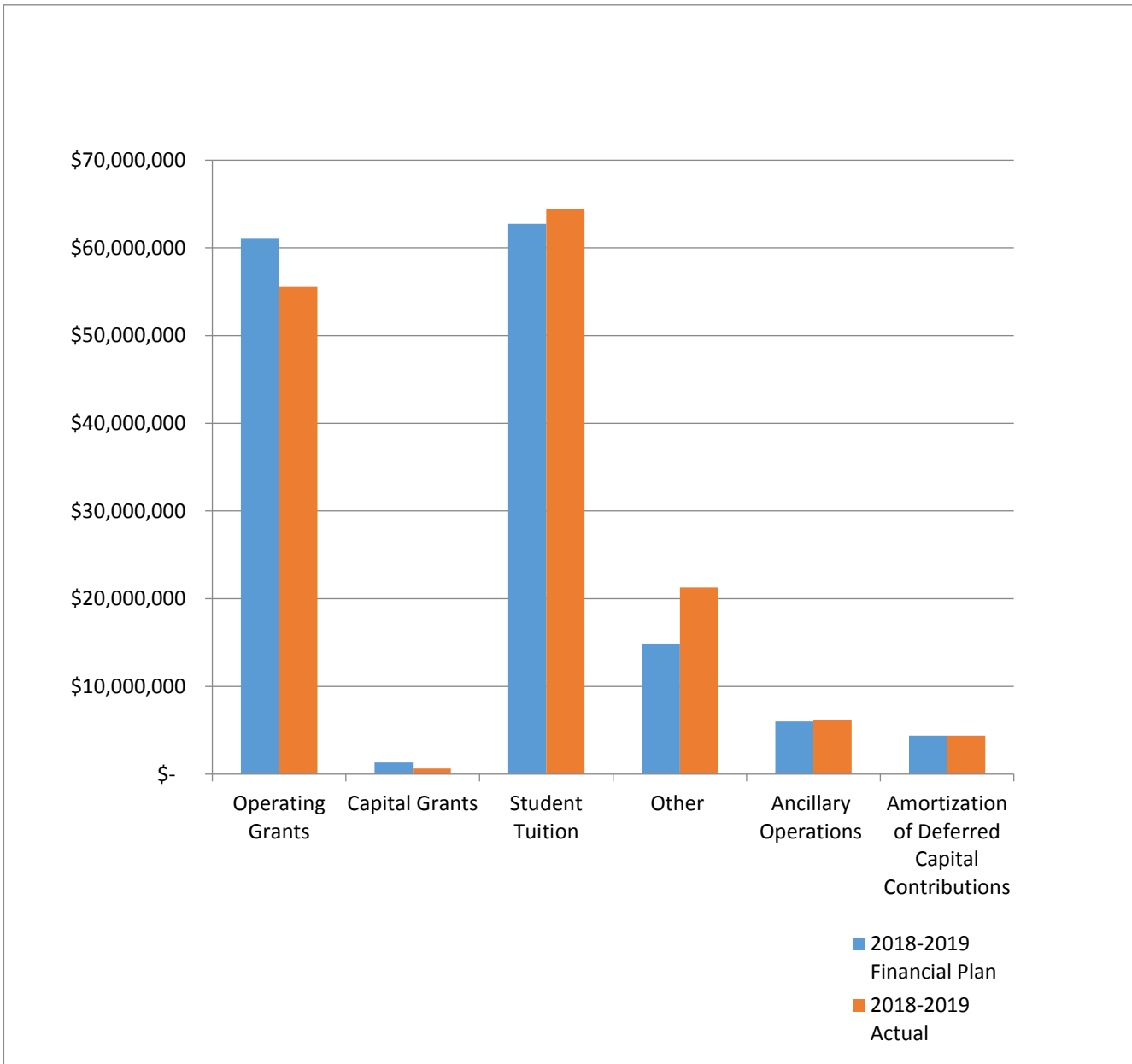
### Analysis of College's Financial Performance

#### SIR SANDFORD FLEMING COLLEGE

#### COMPARISON OF REVENUES & EXPENSES

	2018-2019 Financial Plan	2018-2019 Actual	2017-2018 Actual
<b>REVENUE</b>			
Operating Grants	\$ 61,032,182	\$ 55,562,768	\$ 51,100,609
Capital Grants	1,334,698	647,665	647,665
Student Tuition	62,762,157	64,392,370	45,328,043
Other	14,889,251	21,287,185	19,159,851
Ancillary Operations	6,002,025	6,147,443	5,595,360
Amortization of Deferred Capital Contributions	4,392,500	4,397,263	4,103,755
	150,412,813	152,434,694	125,935,283
<b>EXPENDITURES</b>			
Salary, Wages and Benefits	\$ 86,577,575	\$ 87,804,138	\$ 71,999,185
Service and Supplies	31,203,535	29,783,505	25,942,155
Utilities, Maintenance and Taxes	12,204,730	10,860,395	10,367,865
Other Expense	4,345,142	3,438,621	3,481,919
Amortization of Capital Assets	7,322,500	7,069,656	6,331,126
	141,653,482	138,956,315	118,122,250
<b>Excess of revenue over expenditure</b>	<b>\$ 8,759,331.0</b>	<b>\$ 13,478,379.0</b>	<b>\$ 7,813,033.0</b>

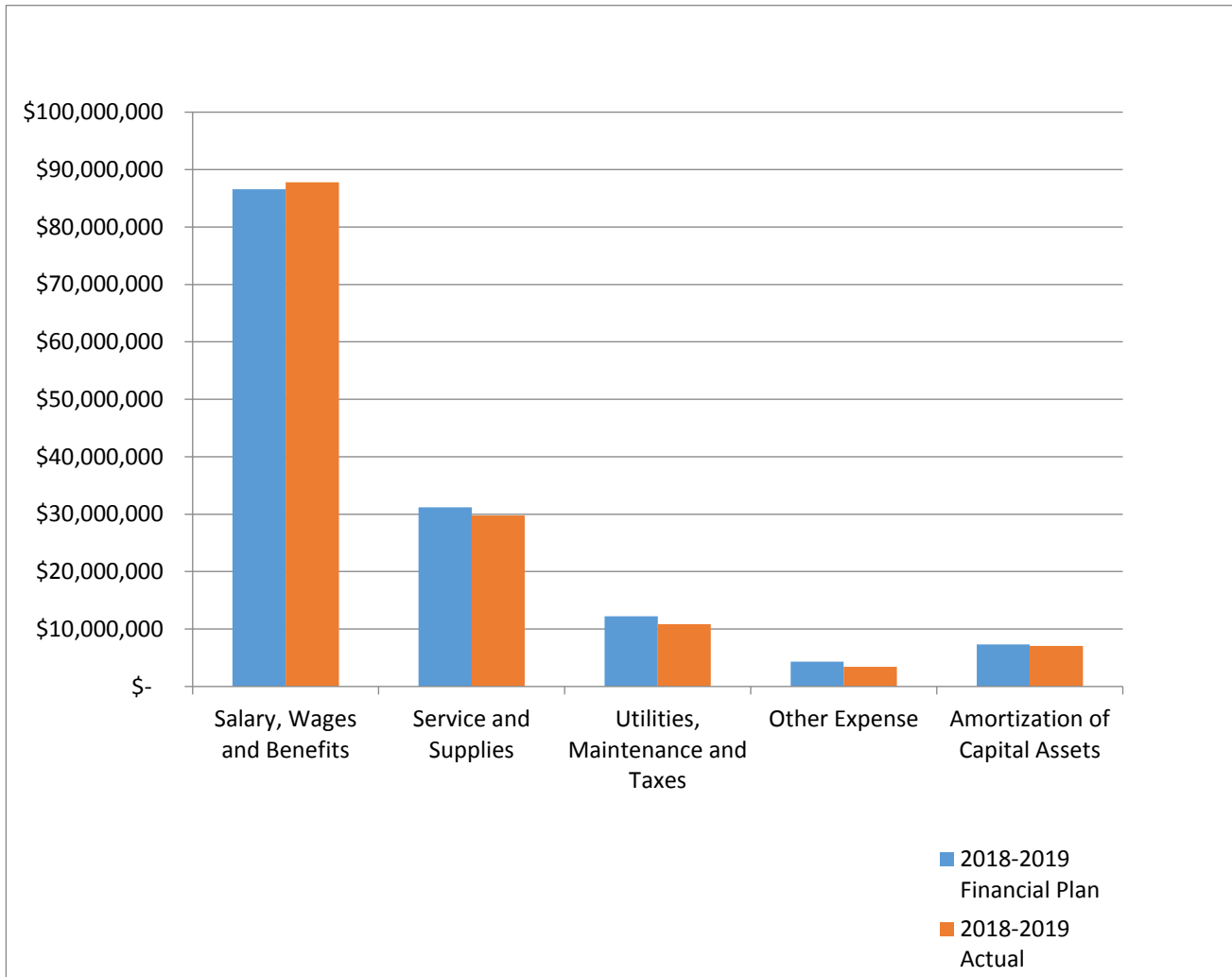
**Analysis of College's Financial Performance**  
**SIR SANDFORD FLEMING COLLEGE**  
**COMPARISON OF REVENUES - 2018-2019 BUDGET TO ACTUAL**



# Analysis of College's Financial Performance

SIR SANDFORD FLEMING COLLEGE

COMPARISON OF EXPENDITURES - 2018-2019 BUDGET TO ACTUAL



## Appendix C

### Audited Financial Statements

<https://flemingcollege.ca/PDF/Fleming-College-Financial-Report-2019.pdf>



## Appendix G

### 2018-2019 Board of Governors of Sir Sandford Fleming College

<https://flemingcollege.ca/about-fleming/board-of-governors>

## Appendix H

### *President's Advisory Council 2018 - 2019 Annual Report*

#### **SOURCE**

- Minister's Binding Policy Directive, *Governance and Accountability Framework* (revised Sept 2010)

<p><b>Background</b></p> <ul style="list-style-type: none"> <li>• Purpose of this report/request</li> <li>• History</li> <li>• Other relevant information</li> </ul>	<p>Colleges are required to comply with a Binding Policy Directive issued by the Ministry of Training, Colleges and Universities. At Fleming, advisory college council is known as the President's Advisory Council.</p>
<p><b>Action Required</b></p> <ul style="list-style-type: none"> <li>• for Information</li> <li>• for Discussion</li> </ul>	<p>The Binding Policy Directive also states that a report from this advisory college council shall be included in each college's annual report.</p>
<p><b>Considerations, Impacts and Options</b></p>	<p>The President's Advisory Council met twice in the 2018 – 2019 year. The first gathering was President Maureen Adamson's first meeting with the President's Advisory Council and it was an informal fireside chat/festive luncheon in December 2019. President's Advisory Council representatives in attendance were individually given an opportunity to describe, in their own words, and provide feedback on their own experiences and on the role of the President's Advisory Council within Fleming College.</p> <p>The second meeting was held in March 2019 and members of the Strategic Planning Steering Committee attended President's Advisory Council with an update and presentation on the new Strategic Plan and a robust dialogue.</p>
<ul style="list-style-type: none"> <li>• risk</li> </ul>	<p>The capacity for communication between the president, students and staff could be diminished if Council did not exist.</p>
<ul style="list-style-type: none"> <li>• summary</li> </ul>	<p>The President's Advisory Council is a body that is mandated by the Ontario government. President Adamson will be reviewing and making recommendations to enhance the value of this group to the college on an enterprise-wide basis.</p>
<p><b>Financial Implications</b></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><b>Prepared by</b></p>	<p>Secretary, President's Advisory Council</p>