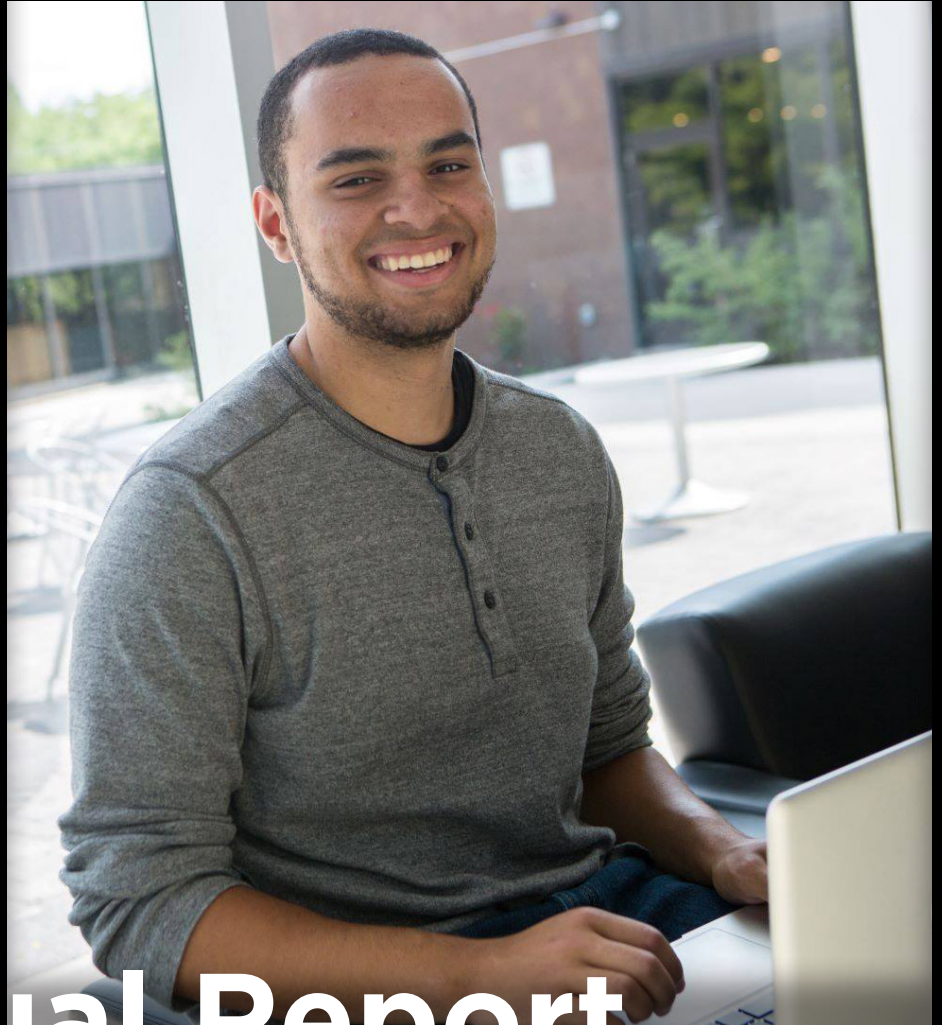

Fleming College



Annual Report 2019-2020

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Introduction

Fleming College's 2019/2020 Annual Report is the first report provided under the college's 2019-2024 Strategic Plan, *Our Fleming, Our Future*. The theme of transition and change has continued throughout this past year.

Prior to the COVID-19 pandemic and the resultant campus closures in March, the college made significant progress towards achieving its strategic and operational goals and objectives. The college conducted in-depth operational reviews and then reorganized and aligned best business practices with the goals outlined in the new strategic plan.

With the onset of the COVID-19 pandemic, the college quickly shifted its priorities to ensure the safety of its students, employees and communities. Fleming has been an important partner in developing regional pandemic solutions and will continue to support the post-pandemic recovery in all of our communities.

Over the past year, numerous bilateral discussions have occurred regarding the 2020-2025 Strategic Mandate Agreement (SMA3) between the Ministry of Colleges and Universities and Fleming College. The college has submitted its agreement to the Ministry notwithstanding the uncertainty presented by COVID-19 and the unknown longer-term impacts of the pandemic on enrolment, labour market conditions and future funding models.

“Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.”

– William Pollard

During an unprecedented year of change and uncertainty, Fleming has made significant progress toward the achievement of the 2019-2024 Strategic Plan goals and commitments as described in this report. The college is committed to overcoming the current challenges and continuing to work diligently towards its vision of “creating prosperity and transforming communities through education and innovation”.



On behalf of the Board of Governors of Sir Sandford Fleming College, it is my pleasure to present our 2019-2020 Annual Report. We are sincerely grateful to President Maureen Adamson, and the entire team of Fleming employees for the dedication and hard work during these difficult times.

Several notable policies were approved this year by the Board of Governors including: Honouring the Rights of Indigenous Persons Policy, Animal Care and Welfare Policy, and the Sexual Violence Prevention Policy. The Board also monitored and evaluated both operational and strategic activities such as: the Quality Audit Improvement Plan, Enterprise Risk Management report, student enrolment, as well as new program recommendations and existing program suspensions.

Of particular note were changes to by-laws which altered our governance committee structures, unanimously approved by the Board of Governors in January of this year. One result is a newly established Fleming College Council, which provides a means for the college community to provide advice to the President on matters of importance to both students and staff.

During COVID-19, Fleming's Board of Governors continued to meet virtually to review the administrative response to the crisis and monitor the mitigation strategies as they evolved. Despite the pandemic crisis, the Board of Governors was able to achieve many significant and strategic accomplishments during the past year.

On behalf of Fleming's Board of Governors, I want to thank the Province of Ontario for its ongoing commitment to stabilizing postsecondary education and funding.

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

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

Dan Marinigh, Chair

Sir Sandford Fleming Board of Governors



Along with Board Chair Dan Marinigh and the Board of Governors of Fleming College, I am pleased to submit this Annual Report on the 2019-2020 progress made toward achieving our Strategic Plan.

This has been a year of disruptive and unprecedented change. I am pleased to say that Fleming was an early leader in announcing our Fleming Safe plan which defined our plans to begin the school year fully online with contingency plans that would allow for increasing face-to-face delivery when guidance from public health authorities allows a return to classes. We are prepared for future changes to the pandemic health regulations with appropriate protocols and alterations to our operations and facilities already in place.

Although the change was abrupt and unexpected, it has driven us to accelerate enhancements in our technology and digital business operations. From the onset COVID-19, we moved far and fast in this area. There is still much to do, but we have taken a large leap forward in addressing online learning, micro credentials, remote delivery barriers and technological teaching and learning pedagogy.

Prior to the pandemic, we had made many adjustments and restructurings to facilitate the achievement of our goals and commitments in the 2019-2024 Strategic Plan. As a result of these changes, we have increased our agility and capacity to take advantage of opportunities presented, even those presented by COVID-19. Responsive faculty, staff and administrators quickly addressed a variety of COVID-19 issues with creative solutions to the benefit of our students and communities.

During these extraordinary times, I want to acknowledge all the hard work and dedication of our Board, employees, communities and partners. I am amazed and inspired by the resiliency of our students, employees and communities.

While we all look forward to a post-pandemic “new normal”, in the meantime, we will continue to address the current crisis with safety as our overriding principle and we will continue to rely on the creativity and commitment of our employees to drive us toward the successful achievement of our strategic goals.

A handwritten signature in black ink, appearing to read 'Maureen Adamson'. The signature is fluid and cursive, with a long, sweeping underline.

Maureen Adamson,
President

2019–2024 Strategic Plan

Mission

To empower our students with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world.

Vision

Creating prosperity and transforming communities through education and innovation.

Values

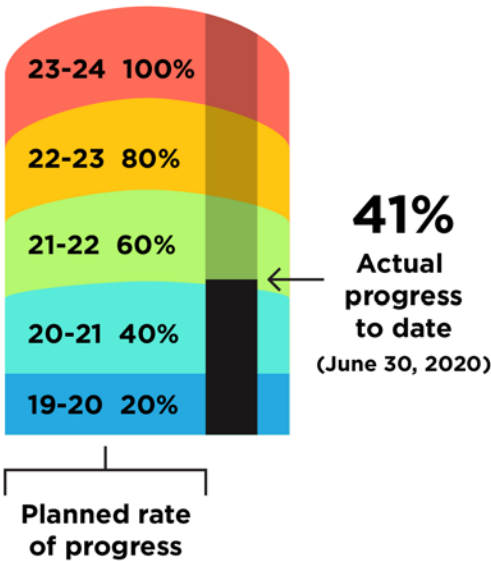
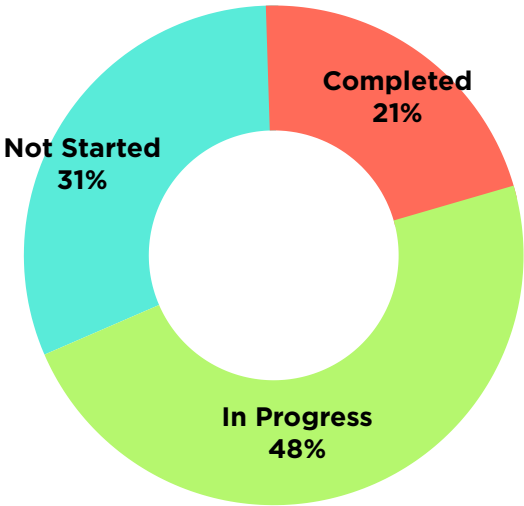
We will achieve our vision and mission by adhering to our values, which are:

- Responsiveness
- Innovation
- Collaboration
- Inclusiveness
- Accountability

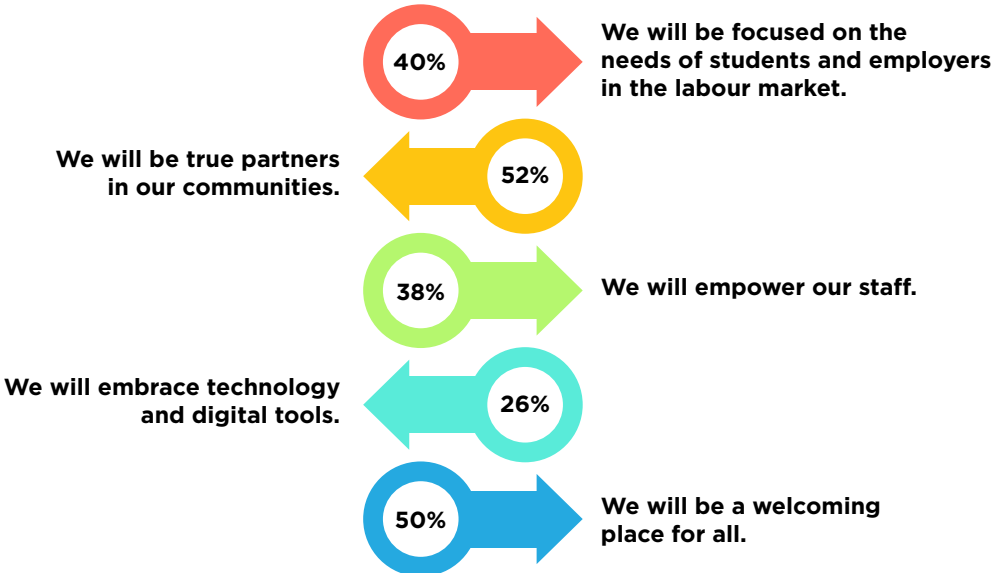
Progress on Fleming's 2019-2024 Strategic Plan

- 126 Action Items
- to achieve 20 Goals
- related to 5 Commitments
- over 5 years

20 Goals



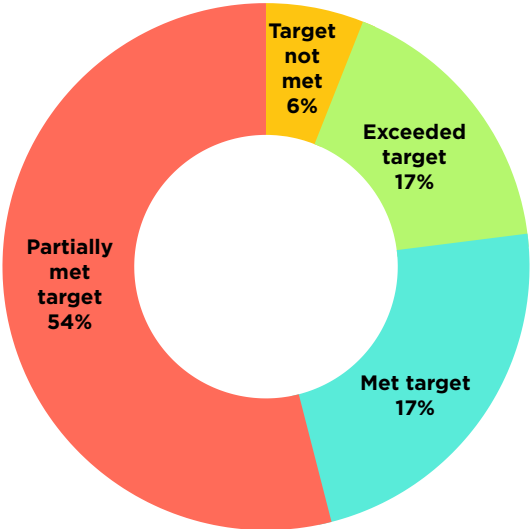
5 Commitments - Progress to Date



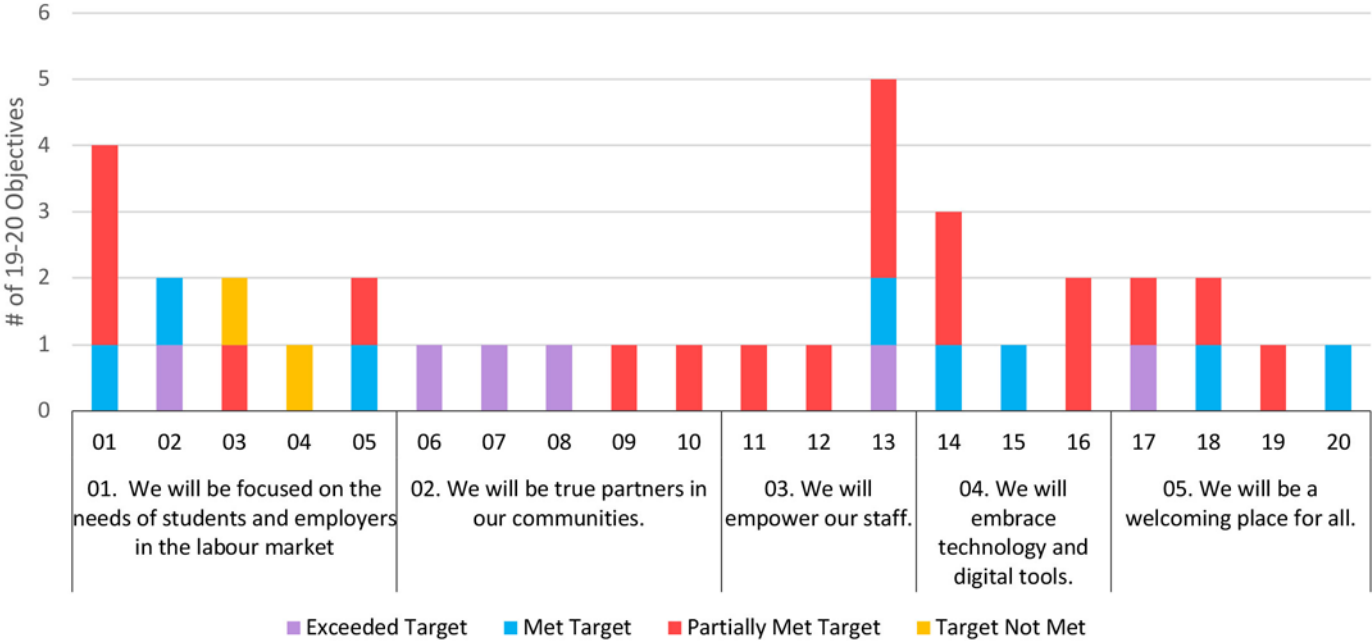
19-20 Business Plan Objectives

35 objectives

- to achieve **20 Goals**
- related to **5 Commitments**
- in the 1st year of the strategic plan implementation



35 Objectives: by 20 Goals in 5 Commitments



2019–2020 Business Plan Objectives

1. We will be focused on the needs of students and employers in the labour market.

Objective	Achievement of Objectives
1.1 Create a dynamic new Jobs-First Five-Year Academic Plan that builds on our strengths and has a laser-focus on quality programs, skills development and flexible delivery models that will meet the needs of the job market of today and the future.	
1.1.1 Create a 2019-2024 Academic Plan by the end of December 2019, that aligns with the new 2019-2024 Strategic Plan for the College.	Met Target
1.1.2 Create a 2019-2024 Strategic Enrolment Management Plan that is driven by the labour market, aligns with the new 2019-2024 Academic Plan and includes goals related to International and Domestic enrolment mix.	Partially Met Target
1.1.3 Launch new eLearning Offerings: 1) three post-graduate certificates. 2) one local board certificate. 3) at least five certificates of existing courses. 4) Develop policies, structures, and practices to streamline admissions processes while meeting quality standards for these post-graduate certificates.	Partially Met Target
1.1.4 Develop a renewed Continuing Education / Contract Training plan to revitalize program & course offerings, serving as a comprehensive resource for community members, the local workforce and employers.	Partially Met Target
1.2 Establish a Fleming Jobs Council that will include external program advisors who can share current job market trends, develop labour market data and provide a regular feedback loop between Fleming, employers and students. This will ensure Fleming graduates are sought after and that programing evolves as the job market changes. Industry has a voice and we intend to listen.	
1.2.1 Develop 5 new programs with various delivery modes including digital (hybrid) delivery. The programs will be responsive to community needs and future trends for approval by the Board of Governors during the 2019-2020 year.	Exceeded Target (16 New/ Revamped pgms)
1.2.2 Review existing programs with the new Program Efficacy Review model to determine program relevancy for current and future job markets, on-going program demand and quality.	Met Target
1.3 Establish a new Student-Employers Partnerships Network that will increase the availability of hands-on experience through co-ops, internships, placements, apprenticeships and other types of experiential learning that are so essential to ensuring our graduates are job ready, or ready to create their own jobs.	
1.3.1 Develop a plan to establish a centralized office dedicated to career development/ opportunities including applied research and experiential learning, serving as a comprehensive resource for students, employers and faculty.	Not Met Target

Objective	Achievement of Objectives
1.3.2 Review and research opportunities for an expanded Fleming presence in downtown Peterborough and Haliburton communities, which will incorporate new housing options for students and state-of-the-art labs, enterprise space and unique programming.	Partially Met Target
1.4. Create an Advanced Skills Training Program modeled after those in Europe and the example of other global leaders in this area that will see students divide their time between the classroom and apprenticeship-style training in the workplace. This will better prepare students for jobs while at the same time creating a ready-made workforce for employers.	
1.4.1 Research and identify funding opportunities for advanced skills-training. This objective will include the investigation and possible hire of a Grant Writer position so that Fleming is able to apply for more grants and other funding opportunities.	Not Met Target
1.5. Develop a Student Success Strategy that will increase retention and graduation rates as well as employment by working together to develop individual success plans to help people identify and meet their goals at all stages of their life. The strategy will touch high school students, first-time postsecondary students, those returning to college or work after a gap, graduates looking for their first jobs and those looking for the kind of life-long learning that will allow them to progress in and change careers.	
1.5.1 Pilot a New Student Success Intervention Program, to proactively help students get on the road to success as they begin their first semester leading to successful program completion and graduation.	Met Target
1.5.2 Design a Student Success Support model that includes student navigator positions to help students from entry to graduation and employment. Includes an ongoing 360 degree 'service effectiveness survey' assessment.	Partially Met Target

2. We will be true partners in our communities.

Objective	Achievement of Objectives
2.1 Be the go-to institution for quality and future-oriented education for our community, Ontario and beyond. We will seek out opportunities to partner with industry and governments at all levels to develop new programs that support the economy, and provide lifelong learning as employees and entrepreneurs adapt to the evolving workplace.	
2.1.1 Working with MTCU and Employment Ontario to deliver 1 to 2 projects by March 31, 2020.	Exceeded Target (SSM on Track)
2.2 Diversify our streams of funding so that we will remain a sustainable public institution on which our students and communities rely both as an employer and a contributor to our local economies, even as governments grapple with ways to tackle their deficits and their greater competition for the school-age population.	

Objective	Achievement of Objectives
2.2.1 Strengthen Fleming's financial health and sustainability to ensure new/existing programs, services and infrastructure are supported, funded and optimized while also generating the Ministry minimum direction for an operating surplus of at least 1.5% of total revenues. (\$2.4M surplus exceeds 1.5%)	Exceeded Target
2.3 Create an Applied Research Development Strategy to expand research activities into all Fleming programs so that we are stretching and contributing to innovation in Canada across all fields, while also finding solutions to issues with which our own municipalities and regions are grappling.	
2.3.1 Increase applied research activity in programs such as: Aquaculture, Customs Border Services, Biotechnology, and other programs ready to pursue research opportunities in the 2019-2020 year.	Exceeded Target
2.4 Enhance pathways for students between Fleming College and Trent University and other post-secondary institutions so that students, regardless of where they start their post-secondary education, can receive the customized education they need to thrive and adapt in the workplace.	
2.4.1 Explore and develop new and enhanced pathways for students, effective for the Winter 2020 semester, between Fleming College and Trent University, particularly in the School of Business.	Partially Met Target
2.5 Expand our partnerships to boost community innovation, by partnering with such organizations as Peterborough and the Kawarthas Economic Development and initiatives like the Innovation Cluster–Peterborough and the Kawarthas. This will leverage the many talents of our alumni, to support small business and entrepreneurs, who are playing an increasing role in the economy of the future.	
2.5.1 Establish MOUs with the Innovation Cluster, Peterborough & the Kawarthas Economic Development, local Chambers of Commerce and the Workforce Development Board (WDB).	Partially Met Target

3. We will empower our staff.

Objective	Achievement of Objectives
3.1 Support an Employee-Management Engagement Strategy to work toward a positive and energized workplace culture that respects and values the opinions and ideas of all employees. This will provide the tools required and remove obstacles so that together we can provide the best education, leadership and research practices needed to fulfil our mission.	
3.1.1 Develop an Employee-Management Engagement Action Plan in response to the 2018 Employee Engagement Survey results.	Partially Met Target
3.2 Be recognized for the first time as one of Canada's top employers because of our new focus on a shared culture of quality, respect, transparency, accountability, collaboration accessibility and inclusion.	

Objective	Achievement of Objectives
3.2.1 Research and identify top employer designation programs to create recommendations and a plan for Fleming to participate in such a program.	Partially Met Target
3.3 Invest in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities, high skills training and the equipment and technology needed to provide the best possible experience for students and staff.	
3.3.1 Develop a College-wide Professional Development Plan that will identify opportunities and training needs as well as provide a budget and schedule plan for implementation.	Partially Met Target
3.3.2 Achieve all approved capital investment priorities as included in the 2019-20 Capital plan. Most notably: 1) full completion of all GGCRP project deliverables on schedule, and within the Board and Ministry-approved budget of \$6.2M; 2) Completion of an integrated college-wide campus master space plan that supports the College's long-term strategic planning needs; 3) other projects as identified in 2019-2020 budget.	Met Target
3.3.3 An external review leading to best-practice recommendations of core business processes, particularly within the Registrar's Office (and other integrated departments) to improve the student experience, efficiencies and accountabilities. Implementation of prioritized improvements to begin in the 2019-2020 year.	Exceeded Target (3 dept Reviews)
3.3.4 Review and implement an improvement plan for HR technology systems and related Business Processes.	Partially Met Target
3.3.5 Implement a college asset management framework aligned with the strategic plan in order to plan asset requirements on a multi-year 'lifecycle' horizon rather than the current annual planning process.	Partially Met Target

4. We will embrace technology and digital tools.

Objective	Achievement of Objectives
4.1 Create a Tech Development Centre to conduct an inventory of the technology and digital tools that currently exists at Fleming and consult with industry to guide the expansion of technology for faculty and students so that both are using the most appropriate technology to meet the expectations of modern workplaces.	
4.1.1 Redesign of the College network to align with current technology and the replacement of hardware that is supported by a support contract.	Partially Met Target
4.1.2 Migrate all outstanding three divisions to the Office 365 cloud.	Met Target
4.1.3 Continue to build on the cyber security report in order to build a defined team with roles both within the college and provincial partners by developing policies, incident response planning, and establishing internal audit mechanisms.	Partially Met Target

Objective	Achievement of Objectives
4.2 Use the latest data-driven technology to create a Job Market Analytics program to improve our use of data and analytics to better understand the job market and outcomes for graduates so that program development will be informed by research.	
4.2.1 Create labour market profiles for all existing, proposed and new programs.	Met Target
4.3 Implement a Digital and Communications Transformation Strategy to review our website, our digital and marketing channels and our use of automation so that we can improve business processes, improve digitization and engage with our audiences through effective communications and marketing. We will connect staff and students at all of our campuses through a common branding and visual identity.	
4.3.1 Re-Brand Fleming College into a single brand system incorporating all college schools and services by re-defining the Fleming College value proposition for all key stakeholders.	Partially Met Target
4.3.2 Deliver a class-leading digital strategy through the college website that offers an exceptional user experience, providing easy and intuitive access to information drawn from (and to) other Fleming digital service & data platforms.	Partially Met Target

5. We will be a welcoming place for all.

Objective	Achievement of Objective
5.1 Establish a Student Experience Strategy to ensure an outstanding student experience and success for students upon graduation. We will improve career and support services, renew our facilities and a focus on student life and well-being on campus and in our communities.	
5.1.1 Provide students with the ability for greater course selection and flexibility by re-configuring our IT system and business processes.	Exceeded Target
5.1.2 Improve service for students and other internal customers through training modules focused on quality service initiatives including, but not limited to service competencies, services supporting a diverse population and campus pride.	Partially Met Target
5.2 Strengthen our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education, and actively participating in the process of reconciliation by ensuring all students and staff gain a deeper understanding and appreciation of Indigenous Peoples, their ways of knowing and histories.	
5.2.1 Review and assess service areas utilizing the new Indigenous Equity Assessment tool created by a sub-committee of the Fleming Indigenous Education Council. Through this assessment, a final report will identify areas of opportunity for increased access and ensuring all campus services foster a culturally safe environment and service for Indigenous learners.	Partially Met Target
5.2.2 Commitment to Indigenous Protocol and TRC through the hiring of an Indigenous Studies Academic Chair. Develop external partnerships with an Indigenous community to provide post-secondary education and training.	Met Target

Objective	Achievement of Objective
<p>5.3 While growing our domestic enrolment, create an Internationalization Strategy that includes expanded spaces for international students, creates study abroad opportunities for domestic students, attracts talented faculty from overseas and builds on supports to create an environment where students from other nations can succeed and feel welcomed. Domestic and international students gain valuable knowledge by learning from each other's culture and political, social and economic perspectives.</p>	
<p>5.3.1 Create an Internationalization Strategy that includes student supports and appropriate space allocation. The strategy will align with a new Strategic Enrolment Management Plan that includes goals related to International and Domestic enrolment mix..</p>	<p>Partially Met Target</p>
<p>5.4 Ensure we are meeting the needs of diverse populations among our staff and students in culturally safe and inclusive ways, and providing an accessible campus and accessible learning services, supports for under-represented groups and for those experiencing mental health challenges.</p>	
<p>5.4.1 Review existing resources and convene a Task Force to better support those who experience sexual violence. The Task Force will identify deliverables that reflect an increased commitment to prioritize sexual violence prevention initiatives, including enhanced educational programming, and resources that contribute to a safe campus community.</p>	<p>Met Target</p>

Other 19–20 Achievements

1. We will be focused on the needs of students and employers in the labour market.

- Launched Ministry of Labour, Training and Skills Development funded program SkillsAdvance Ontario (SAO) – Altitude
- Successfully launched new Conservation Biology program at our Frost Campus

2. We will be true partners in our communities.

- Successfully competed for and secured contract to act as Service System Manager (SSM) for Employment Services in the Muskoka-Kawarthas region (related to objective 2.1.1)
- Established a Fleming College presence at the Peterborough Airport – Loomex for the delivery of SAO – Altitude
- Partner with City of Kawartha Lakes – SAO approved proposal

3. We will empower our staff and faculty.

- Revamped Budget review process to allow more collaboration amongst SMT, more input from faculty and staff, broader understanding of cross-portfolio challenges, and to reduce budget expenditures to offset some of COVID-19 costs

4. We will embrace technology and digital tools.

- Revamped Financial Reports for Finance & Audit Committee and Board

5. We will be a welcoming place for all.

- Celebrated raising the Pride Flag for the first time in Fleming history at Sutherland, Frost and Haliburton campuses.
- Updated Investment Policy Statement to update and modernize asset mix and geographic diversification

Appendices

- A. SMA3 Annual Report – to be provided in Fall 2020
- B. Analysis of College’s Financial Performance
- C. Audited Financial Statements
- D. KPI Performance Report – to be provided in Fall 2020
- 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. Fleming College Council 2019-2020 Annual Report

Appendix B

Analysis of College's Financial Performance

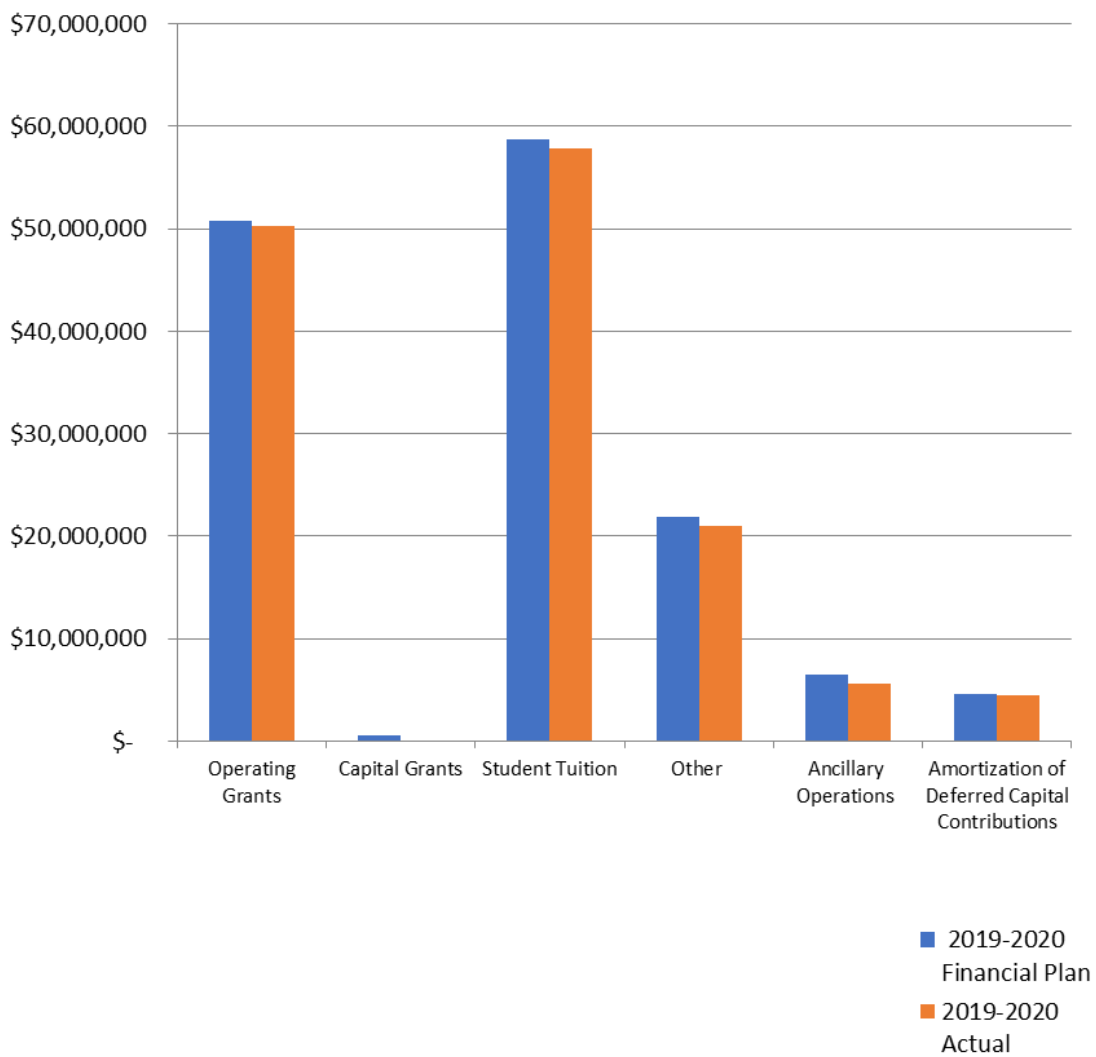
Sir Sandford Fleming College Comparison of Revenues & Expenses

	2019-2020 Financial Plan		2019-2020 Actual		2018-2019 Actual
REVENUE					
Operating Grants	\$ 50,736,479	\$	50,257,592	\$	55,562,768
Capital Grants	645,293		74,763		647,665
Student Tuition	58,652,132		57,766,447		64,392,370
Other	21,858,670		21,064,293		21,287,185
Ancillary Operations	6,449,401		5,639,281		6,147,443
Amortization of Deferred Capital Contributions	4,637,657		4,498,764		4,397,263
	142,979,632		139,301,140		152,434,694
EXPENDITURES					
Salary, Wages and Benefits	\$ 88,332,460	\$	87,069,974	\$	87,804,138
Service and Supplies	29,993,192		28,297,606		29,783,505
Utilities, Maintenance and Taxes	9,937,144		10,729,327		10,860,395
Other Expense	4,558,714		3,449,551		3,438,621
Amortization of Capital Assets	7,845,577		7,573,732		7,069,656
	140,667,087		137,120,190		138,956,315
Excess of revenue over expenditure	\$ 2,312,545.0	\$	2,180,950.0	\$	13,478,379.0

Analysis of College's Financial Performance

Sir Sandford Fleming College

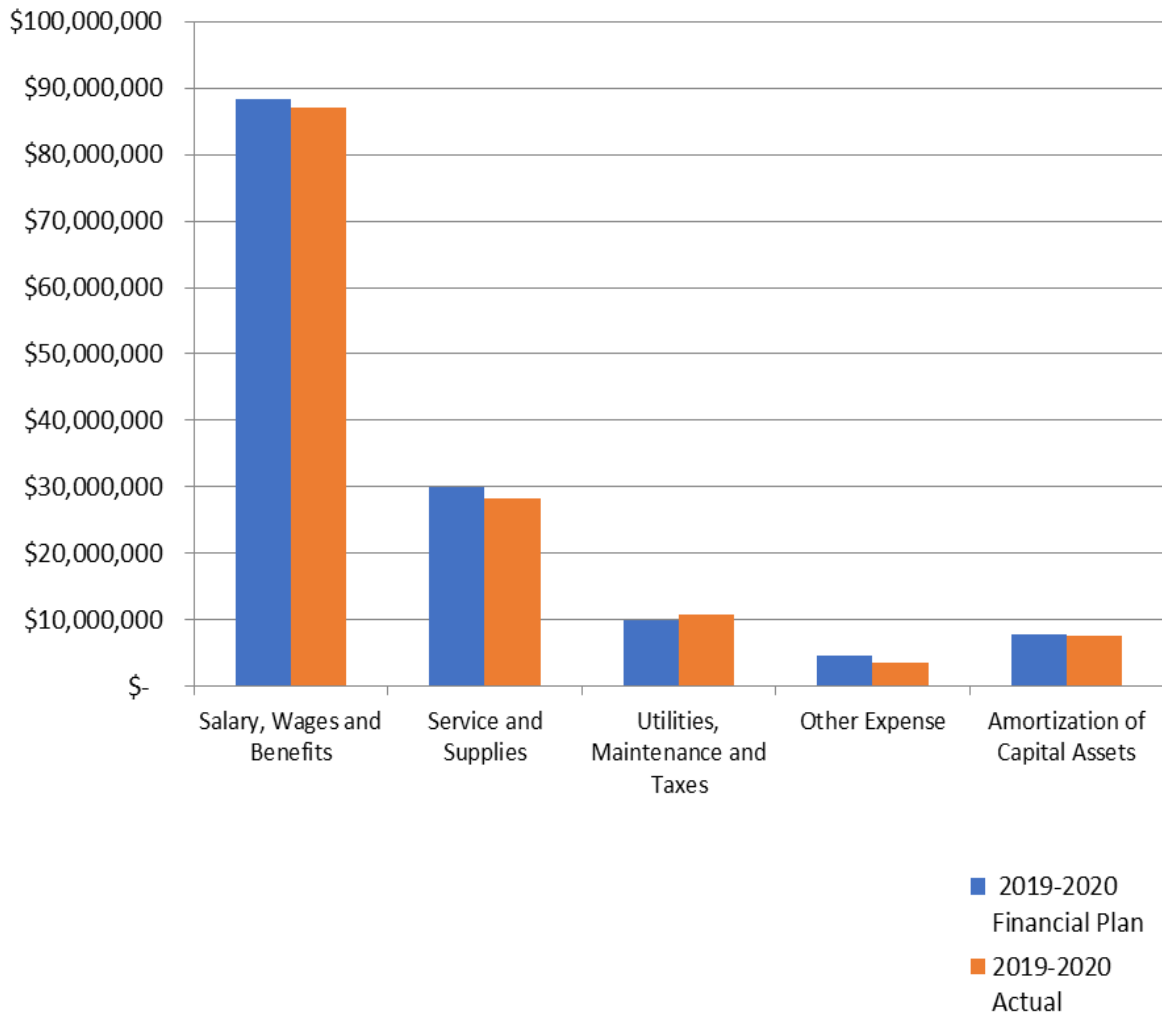
Comparison of Revenues – 2019-2020 Budget to Actual



Analysis of College's Financial Performance

Sir Sandford Fleming College

Comparison of Expenditures – 2019-2020 Budget to Actual



Appendix C

Audited Financial Statements

[Click here to view](#)

Appendix G

2019-2020 Board of Governors of Sir Sandford Fleming College

flemingcollege.ca/about-fleming/board-of-governors

Appendix H

Fleming College Council (formerly President’s Advisory Council) 2019-2020 Annual Report

SOURCE

Minister’s Binding Policy Directive, Governance and Accountability Framework (revised Sept 2010)

Background

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

In accordance with the Ministry of Training, Colleges and Universities’ Minister’s Binding Policy Directive regarding Governance and Accountability, the Board of Governors is to ensure that an advisory college council is established. The purpose of council is to provide a means for the College community to provide advice to the President on matters of importance to students and staff.

Action Required

- for Information
- for Discussion

The Board of Governors is to ensure that the structure, composition, terms of reference and procedures for the Council is established in by-law. Previously Fleming College had a “President’s Advisory Council” and affiliated terms of reference, however, a by-law had not been established. The Office of the President conducted comprehensive research of councils at other Ontario Colleges and used best practices to guide the creation of By-Law 2, Fleming College Council.

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

Considerations, Impacts and Options

By-law 2 was drafted with stakeholder consultation and in accordance with the Ministry directive. The draft By-Law 2 was provided to the College’s Academic and Support Staff Union Presidents for their review prior to presentation to the Board of Governors for final approval January 22, 2020. As a result of the union consultation, two revisions were requested for inclusion in the final By-law 2:

i. Section 4.1 b) (iv) Academic Representatives – Change final sentence to: “one (1) part-time employee selected by the Vice-President Academic Experience.” Partial load faculty are members of the bargaining unit and can therefore be selected by the Local Union.

ii. Section 4.1 b) (v) Support Staff Representatives
Clarify that student employees are not eligible to be selected as support staff representatives as they have their own representation under Section 4.1 b) (vii).

The Board of Governors of Sir Sandford Fleming College approved By-law 2, with the noted revisions, for immediate implementation.

After the January Board of Governors meeting, both the Academic and Support Staff Unions requested additional revisions including increasing the number of Academic representatives, how Academic and Support Staff representatives are selected, as well as a revision to wording in 6.3 (iii). Unions were asked to provide further feedback with the intent of presented the revised By-law 2 to the scheduled Board meeting in March.

Due to the COVID-19 pandemic priorities, these revisions will go to the Board of Governors for consideration in the Fall of 2020.

Full implementation of the By-law has been severely delayed due to the COVID-19 pandemic.

Risk

The capacity for communication between the president, students and staff could be lessened if Council did not exist.

Summary

The Fleming College Council is a body that is mandated by the Ontario government.

Financial Implications

Participation on the Fleming College Council is on a voluntary basis and has a very modest budget to cover inter-campus travel and hospitality expenses for its members.

Prepared by

Secretary, President's Advisory Council
