



The **Past** Points
to the **Future**

Learning.
Innovating.
Achieving.



Vision

Students succeeding through opportunities, challenge and support.

Our college thriving through values, innovation and achievement.

Mission

Fleming champions personal and career success through applied learning.

We contribute to community success and environmental sustainability through programs, services and applied research.

Approved by the Board of Governors
June 1, 2005





Values

At Fleming, we

Put student learning first

Value people and community

Commit to our environment

Waste nothing -- not time, talent or resources

Take inspiration from Sir Sandford Fleming. Innovate with vision, then implement with excellence



Values

Put student learning first

Student learning is at the heart of what we do. We strive to inspire students by making them full partners in a challenging and engaging learning experience. Our commitment to “put student learning first” guides our work and decision-making throughout the College.

Value people and community

We support and develop faculty, staff and administrative leaders as employees and as individuals. We focus on creating a healthy, open and diverse college community for our students and employees. We value our communities and work with partners to contribute to community success.

Commit to our environment

Fleming practices what it teaches, emphasizing sound and sustainable environmental practices at our campuses, in our facilities, and in all our work.

Waste nothing -- not time, talent or resources

In both long-term planning and daily actions, Fleming employees seek to reduce waste. Through these actions, we focus our time, talents and resources on student success and on living by our values.

Take inspiration from Sir Sandford Fleming. Innovate with vision, then implement with excellence

We are named for a great innovator. On the Canadian and world stage, Sir Sandford Fleming created bold ideas and made them real. We are inspired by his legacy and we follow his example.



2005 - 2010 Strategic Priorities

1. Achieving Excellence in Student Learning
2. Providing Superior Services and Facilities
3. Leading in Environmental Programs and Practices
 4. Growing with Positive Results
 5. Building Community Success
6. Optimizing Organizational Culture and Development



2. Providing Superior Services and Facilities

Context

Our services and facilities support student learning and success and enhance the total student experience at Fleming. Students comment positively on Fleming services and facilities, generally ranking them as *above average*. Yet that is not enough: we are committed to providing and demonstrating clearly *superior* support for our students.

To accomplish this, we also need to provide a high level of support for our employees. This involves improving internal services and resources, enhancing the working environment, and upgrading key systems and processes so that staff have the tools to streamline their work and ultimately contribute to student success.

Goal

Fleming will provide a clearly superior level of services and facilities to its students and employees. Student success, student satisfaction and employee satisfaction ratings will reflect that our services and facilities are in the top quartile among Ontario colleges.

Strategies

- 2.1 Implement departmental plans to improve services, resulting in student satisfaction ratings in the top quartile of system KPI ratings.
- 2.2 Implement integrated human resource, financial and student systems to streamline work, improve service levels, enhance the student experience and better support teaching and learning.
- 2.3 Improve facilities and campuses to provide a healthy, supportive and attractive learning and working environment for both our students and employees.



3. Leading in Environmental Programs and Practices

Context

Fleming is committed to the environment. This is reflected in our program offerings and our institutional practices. We believe that we can do more and that this will set Fleming apart from other institutions.

Goal

By 2010, Fleming will be known for its leadership position among Ontario's post secondary institutions with respect to environmental program specialities and sustainable practices.

Strategies

- 3.1 Further develop our established reputation for program offerings in the environmental and natural resource sciences.
- 3.2 Adopt and achieve a recognized standard of excellence for sound and sustainable environmental practices.



4. Growing with Positive Results

Context

Several factors suggest that Fleming can and should grow in the next few years. These factors include a growing demand for post-secondary qualifications, provincial demographic forecasts and anticipated government initiatives in areas of specialization (e.g. apprenticeship) and for various populations (e.g. underserved groups and international students).

At the same time, it is important that growth does not have negative side-effects. In fact, the College needs a growth plan with positive benefits in terms of program health and quality, financial viability and diversity in our college community.

Goal

To grow by approximately 2-3% per year in full and part-time enrolment, with specific, campus-based growth targets. Targets may be adjusted annually in response to fluctuations in the labour market and in higher education enrolment across the province.

Strategies

- 4.1. Develop and implement growth plans for all campuses to realize an overall annual college growth target of 2-3%. The growth plan will include marketing, recruitment and program plans to attract students from growing markets including the Greater Golden Horseshoe, International and University Graduate markets.
- 4.2. Expand part-time activity levels consistent with or above the overall college growth target.
- 4.3. Expand skilled trades opportunities and enrolments consistent with provincial initiatives and policy priorities.
- 4.4. Develop and implement pathways and programs aimed at students who have not previously chosen or been eligible to pursue post-secondary education.



5. Building Community Success

Context

In addition to our mandate to provide career-oriented, post-secondary education and training, Fleming has a mandate to “meet the needs of employers and the changing work environment and to support the economic and social development of [our] local and diverse communities.” We are mindful of that mandate to contribute to community success along with student success.

Goal

Fleming College will make a valued and noted contribution to the vitality and economic development of our communities.

Strategies

- 5.1. Sustain and develop the Fleming role in contributing to community and economic development in Peterborough, the City of Kawartha Lakes and Haliburton.
- 5.2. In consultation with potential partners and clients, develop and implement a viable and sustainable longer-term plan for programs and services in Northumberland County.
- 5.3. In consultation with potential partners and clients, develop and implement plans for the role of the McRae Campus in the delivery of adult education and community services.
- 5.4. Sustain and build on our commitment to aboriginal communities and aboriginal students through our programs and services.
- 5.5. Engage in applied research activities that enhance student learning and community economic development.



6. Optimizing Organizational Culture and Development

Context

Fleming has demonstrated a deep commitment to caring about students, faculty and staff. We value collegial decision-making and wellness. However, to meet the needs of a more diverse student body and to incorporate wellness, openness to feedback, nimbleness in decision-making, and accountability, we need to evolve our culture so as to embed these values and behaviours in our operations.

Goal

By 2010, Fleming College will be regarded by its students, employees, and partners as a college that has fully incorporated its values into every facet of the organization.

Strategies

- 6.1. Champion a process to encourage employee behaviours that support our values.
- 6.2. Modify our organizational structure to reflect and support the evolving priorities of a new strategic plan.
- 6.3. Align with our values the policies and practices used to attract, retain and reward staff.
- 6.4. Enhance the capabilities of our staff in the areas of teaching/learning, leadership and service excellence to enrich the student experience.
- 6.5. Evolve our culture to better support diversity, to exhibit wellness, to welcome feedback, to provide timely, sound decision-making and to act with accountability.



In Closing

In developing this strategic plan, we have been inspired by our heritage and guided by the aspirations of our students, employees and communities. We thank them for their input and for helping to shape Fleming's next five years.

Our strategic plan provides a broad and brief framework to guide our efforts in three contexts: as a college, within our respective work areas, and as individual employees.

The first and broadest context is our work as a college. Implementation of our plan will involve a number of decisions and actions affecting the college as a whole.

At the same time, far more decisions and actions will be carried out within the second context: our respective work areas. Within campuses, schools and departments, our leaders will work closely with faculty and staff to evaluate strengths and weaknesses and to formulate, propose and implement specific operational plans.

The third context, our work as individuals, is equally critical. For our plan to succeed, on a daily basis, individual faculty, staff and administrative leaders will seek the means to live by our values and provide Fleming's best to our students and communities.

Through these means together, we will work toward our vision of

Students succeeding through opportunities, challenge and support.

Our college thriving through values, innovation and achievement.