



FLEMING

BUSINESS

2023-24

PLAN





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LAND ACKNOWLEDGEMENT

Fleming College respectfully acknowledges that we are situated on Michi Saagiig lands and the traditional territory covered by the Williams Treaties. G'chi Miigwech to the Michi Saagiig peoples for allowing us to continue our work in your territory.

INTRODUCTION

As Fleming College enters its final year of the 2019-2024 Strategic Plan, we prepare for an era of recovery and growth with the demonstrated resiliency needed to tackle the ongoing challenges that we will face in a post-pandemic landscape.

We are prioritizing our efforts in the upcoming year with a focus on growing enrolment to pre-pandemic levels and beyond, offering the optimal program mix to ensure sustainable enrolment that supports college and community economic vitality, and ensuring that students have access to the key technologies, and student services to support retention and student success.

Focused on strengthening the interconnections between the student experience, academic programming, retention, and graduate success, we will continue to equip students with the innovative education, research, and real-world experiences they need to build better lives, better communities, and a better world.

We remain committed to creating a research environment for staff, faculty and students that aim to solve real-world problems for generations to come. Our team of researchers, scientists, engineers and technologists at our three research centres, will help our region rise to the forefront of sustainable, green, and clean technology.

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

GOALS OF THE BUSINESS PLAN

The 2023-2024 Business Plan highlights objectives related to the Strategic Plan, Academic Plan and our Strategic Mandate Agreement.

This is the fifth and final implementation year of the Strategic Plan and Academic Plan. The College will continue to work towards achieving the commitments of the Strategic Plan.

Our Strategic Commitments

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

We will be true partners in our communities.

We will empower our staff.

We will embrace technology and digital tools.

We will be a welcoming place for all.

2020-2025 Strategic Mandate Agreement (SMA3)

METRIC NAME	2020-21		2021-22		2022-23		2023-24
	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Graduate Employment Rate in a related field	70.32%	74.03%	72.50%	67.80%	69.03%	73.12%	70.71%
Institutional Strength/Focus	21.96%	22.87%	19.84%	22.58%	19.57%	24.05%	19.32%
Graduation Rate	70.70%	71.09%	70.97%	73.78%	71.02%	72.87%	70.76%
Community/Local Impact of Student Enrolment	9.28%	10.46%	9.70%	8.52%	9.15%	8.08%	8.33%
Economic Impact (Institution-specific)	70.21%	67.89%	68.88%	48.60%	55.16%	69.23%	52.42%
Graduate Employment Earnings			\$33,468	\$37,803	\$35,402	\$36,405	\$36,584
Experiential Learning			76.25%	98.53%	77.56%	98.57%	82.75%
Revenue Attracted from Private Sector Sources			\$894,783	\$927,306	\$902,493	\$2,148,300	\$426,889
Institution-Specific (Apprenticeship-related)					53.90%	52.31%	53.08%
Skills and Competencies							Compliance

2023-2024 Business Plan Objective by Strategic Plan Goal

23-24 Objectives

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

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.

- 1.1 Establish a Service System Manager Jobs Council with connections to the Program Advisory Committees.
- 1.2 Implement Year 5 of the Strategic Enrolment Management long-term plan to enhance student recruitment, conversion, retention, timetabling and the student experience.

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.

- 1.3 Provide an update to the current student success strategies and initiatives into a cohesive package.
- 1.4 Create a Faculty Professional Development plan tied to the Strategic Enrolment Management plan.

2. We will be true partners in our communities.

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.

- 2.1 Develop an integrated fundraising plan with performance targets that can be updated annually.

3. We will empower our staff.

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.

- 3.1** Introduce a communications strategy and plan to ensure progress is widely shared among employees and that successes are known. Human Resources will work with Executive Director Marketing & Recruitment to ensure the most appropriate dissemination of successes and progress to all staff.

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.

- 3.2** Aligned with the approved Employee Success (aka Corporate professional development) strategy, continue a budget for all professional development across the college.
- 3.3** Establish a system (perhaps through the annual performance management process) to identify employees who lead or, alternatively, would benefit from training on technologies that improve the experience for students and staff. Engage leaders in developing professional development plans and facilitate training for those identified as requiring it.
- 3.4** Embrace a Continuous Professional Learning Culture.
- 3.5** Optimize Teaching Complement.
- 3.6** Build on a Culture of Engagement with Students.
- 3.7** Ensure Equity, Diversity and Inclusion.
- 3.8** Use available communications platforms and opportunities (spotlight of the week, staff portal, employee contributions to Fleming's marketing recruitment initiatives) to create excitement about opportunities to apply technologies and to ensure staff engagement and knowledge.

4. We will embrace technology and digital tools.

Create a Tech Development Centre to conduct an inventory of the technology and digital tools that currently exist 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** Develop and implement a hardware refresh strategy.
- 4.2** Portal review to improve student and staff online experience.

5. We will be a welcoming place for all.

Establish a Student Experience Strategy to ensure an outstanding 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** Develop a robust plan to improve social and academic integration towards successful completion for all students.

Strengthen our relationship with Indigenous Peoples by helping to create opportunities in postsecondary 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** All students to have, at a minimum, incorporated an introductory level of Indigenous cultural training, course, or measurable competency.

- 5.3** Increase employment rates among Indigenous student population.

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.

- 5.4** All faculty and researchers interacting with Indigenous communities will receive The Fundamentals of OCAP® training through the First Nations Information Governance Centre.

- 5.5** Implement the proposed accessibility standards for postsecondary institutions in alignment with the Accessibility for Ontarians with Disabilities Act.



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