



**Our Fleming.
Our Future.**

STRATEGIC PLAN 2019-2024

Fleming College



A Word About Our Future:

We have named the Fleming College Strategic Plan (2019-2024) Our Fleming. Our Future because it is the roadmap that will chart a course of dynamic change over the next five years not just for the college, but for our students, our staff and the communities we serve. We could not have laid down this blueprint for Fleming's future without your participation.

Globally, the pace of change is rapid. Technologies have fundamentally altered the nature of how we live, work and play. At the same time, our demographics are shifting, and our aging, growing and increasingly diverse population is altering which goods and services will be in demand.

The result has been a transformation in the labour market - one that Fleming College stands ready to help address. Ontarians need the flexible skills that will allow them to adapt as new jobs and services emerge, or to start their own businesses. Employers need colleges to provide them with graduates who have the knowledge and skills they need to increase productivity and grow, and research activities that will contribute to innovation in Canada.

Fleming College wants to be a true partner in building a bright and secure future for our students, our staff, and all of our communities.

As we posed the question of how Fleming College could best make a positive contribution to a fast-changing economy, we reached out to you to help us find the answers.

Our Fleming. Our Future was developed through extensive engagement with students, staff, parents, alumni, employers, partners and funders in each of our communities of Peterborough, Lindsay, Haliburton and Cobourg.

As such, we, along with Fleming's Board, want you to feel confident that the vision our communities have created together will help propel students, staff, industry and the economy onward toward a bright future for us all




Maureen Adamson
President,
Fleming College




Dan Marinigh
Chair, Fleming Board of
Governors

You Have Spoken

In 2018-19 we made history by launching Fleming's most extensive listening campaign. With a new President in place, Fleming launched two new, regular feedback channels; a listening tour by the President and a staff engagement survey, which generated a 70 per cent response rate in its inaugural edition. The listening activities that followed engaged close to 1,500 people and gathered more than 325 stakeholder views. We took time to digest and distil that feedback, and then validated the plan with many of these same participants.

Town Hall Launch, in-person and livestreamed to all campuses engaging students, staff, alumni, community leaders, partners	17 facilitated feedback sessions with multiple stakeholder groups in Peterborough, Lindsay, Haliburton and Cobourg	Online survey	3 Thought Leaders Public Presentations and 4 Workshops
2 Board of Governors planning sessions	4 Strategic Planning Steering Committee meetings	Several roundtable review sessions with employers and alumni	

We Listened

We are launching forward into our sixth decade at a time when the economy is shifting quickly. Changing demographics and technological disruption are two factors contributing to fundamental change in the labour market required to grow Ontario's and Canada's economy. As a result, Fleming College has a fresh, new opportunity to provide both the education students need to thrive in an uncertain future as well as the skilled, flexible and talented workforce needed to fuel the economy.

We acknowledge that we are providing this fundamental service to students, communities and the province on the traditional lands of the Anishinaabe and Mississauga peoples. Through this plan, we aim to strengthen relationships with Indigenous Peoples.

Our commitment to build on our relationships more broadly will also shape the experience we provide to students, the work environment available to our staff, and our responsiveness to the needs of our communities and to the province.

Our 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.

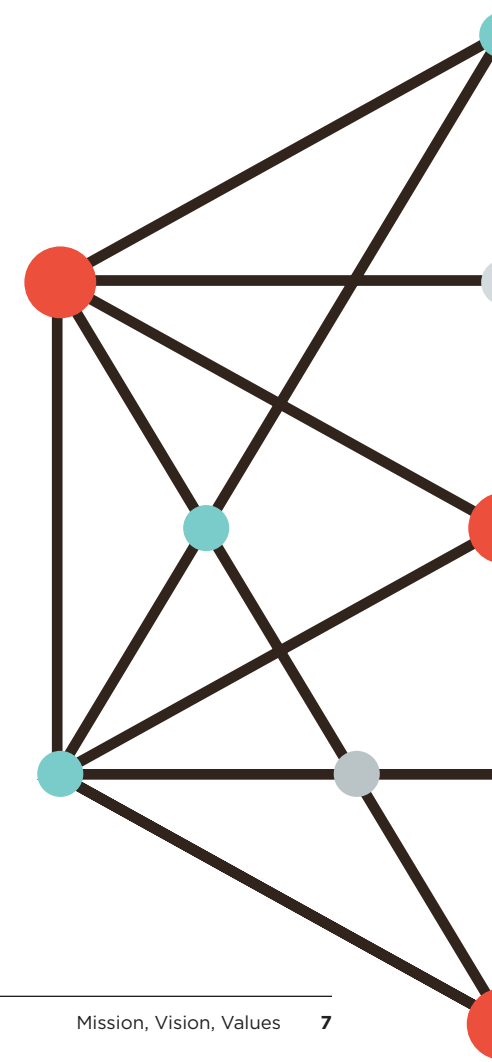
Our Vision

Creating prosperity and transforming communities through education and innovation.

Our Values

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

Responsiveness,
Innovation,
Collaboration,
Inclusiveness, and
Accountability



Our Shared Commitments

From consultations with all of the stakeholders we serve, Fleming College has developed five key commitments which will help us fulfil our vision and execute our mission over the next five years. To help us deliver on those commitments, our communities have also helped us identify a set of goals.

Already, we are collaborating with our external and internal partners to craft a specific Action Plan for each goal, creating a blueprint for each one that will include detailed timelines, targets, deliverables and accountability measures. Mandate Letters outlining the responsibilities for each of Fleming's senior leaders will be developed and made public.

Pg. 10  **We will be focused on the needs of students and employers in the labour market**

Pg. 14  **We will be true partners in our communities**

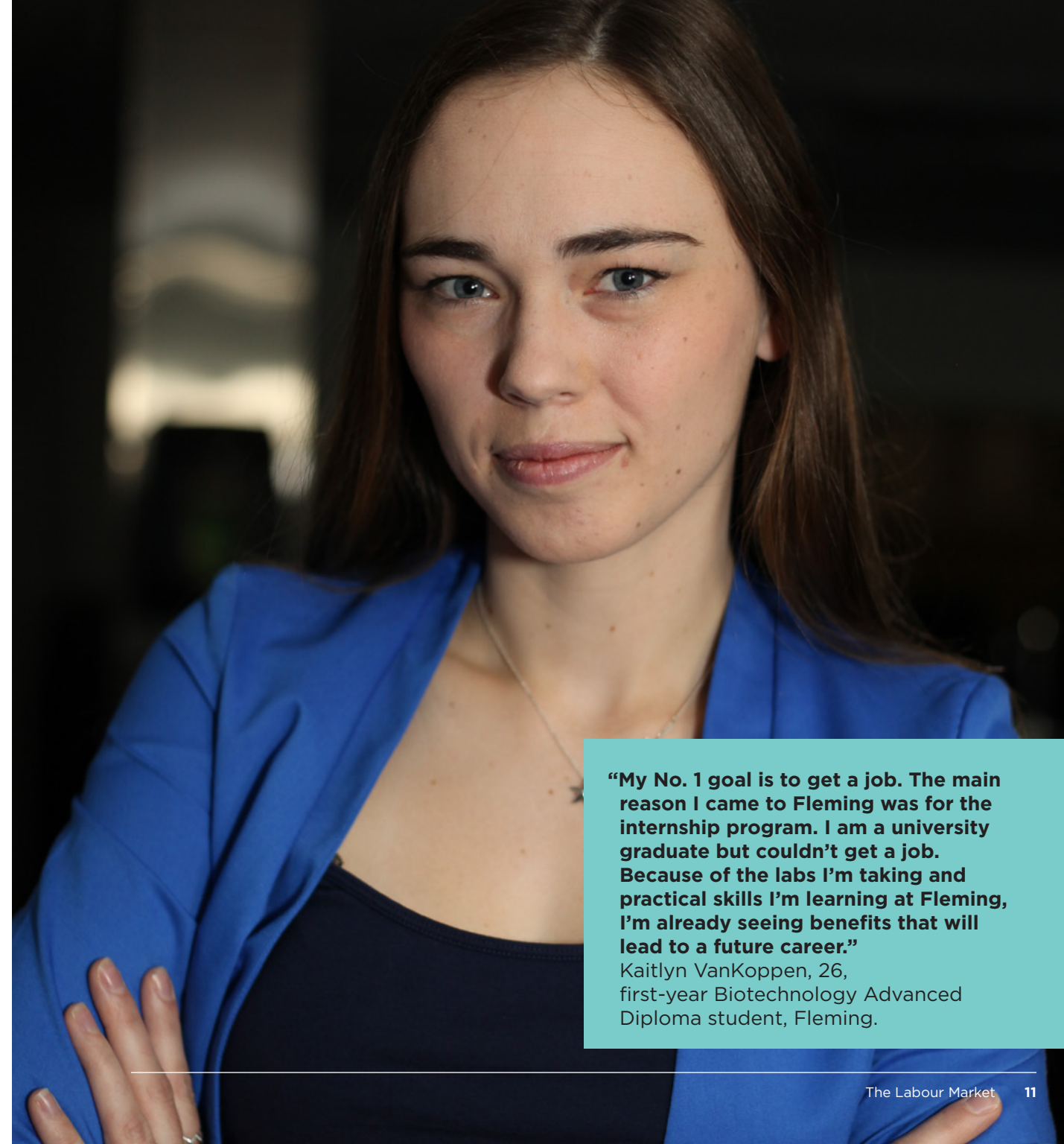
Pg. 18  **We will empower our staff**

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

Fleming College recognizes that the job market is ever-changing. We will be more responsive to the needs of both our graduates and employers, thereby growing our enrolment by being an attractive place to study, and increasing our contribution to the economy. For industry, we will seek to provide the talent businesses are looking for by providing top-quality programs, programs that produce graduates who have the transferrable skills sought after by employers throughout their careers, and by responding to changes in the labour market in real-time. Students will benefit from an increase in hands-on skills training and experience, soft skills, as well as the knowledge and supports they need to be entrepreneurial, launch the start-ups that will create their own jobs, and recognize pathways to fulfil their goals. Fleming will provide more career counseling and mentorship to students, as we follow them from high school, through their college education and on into jobs in the work force. Recognizing that jobs of the future are hard to predict, Fleming will seek to increase programs for alumni and other lifelong learners and those seeking to advance their careers by updating their skills.



“My No. 1 goal is to get a job. The main reason I came to Fleming was for the internship program. I am a university graduate but couldn’t get a job. Because of the labs I’m taking and practical skills I’m learning at Fleming, I’m already seeing benefits that will lead to a future career.”

Kaitlyn VanKoppen, 26,
first-year Biotechnology Advanced
Diploma student, Fleming.

A 2019 Ontario Chamber of Commerce survey cited a skilled and productive workforce as among the Top-4 drivers of confidence in Ontario's economic outlook.

Self-employment and start-ups are drivers of the economy. In the Fleming region, the regional labour force is comprised of 29,000 registered businesses and 150,000 self-employed individuals.

In a 2016 Abacus report, 86% of students and recent grads in Canada said experiential learning led to an easier transition from school to a successful career.

About 75,000 people have graduated from Fleming, meaning the Alumni population is almost as large as the population of Peterborough.

To achieve this commitment, by 2024 Fleming will:

- 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.
- 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.
- 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.
- 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.
- 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 post-secondary 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.

We will be true partners in our communities

Fleming College will partner with our communities, the province and Canada to make a positive impact and be dedicated economic and social development partners. We will advance the future of our communities, by ensuring the College is financially sustainable, by building a world-class applied research strategy and by building a reputation as a responsive place for governments and industry to go when they are looking to pilot or develop projects that support economic and social innovation. Fleming will partner to help create a magnet effect for the region, by partnering on city building, leveraging our alumni networks and developing and attracting talent, industry, economic prosperity and social benefits that will establish the Greater Peterborough Area as a destination of choice.



“Peterborough & the Kawarthas looks forward to expanding our partnerships with Fleming College to boost economic development in the region. Post-secondary institutions like Fleming are essential to city-building because they develop and attract the talent and innovation we need for social and economic prosperity, especially in this rapidly changing economy.”

Rhonda Keenan, President and CEO,
Peterborough & the Kawarthas
Economic Development.

\$497.5M

Fleming's total annual impact on the regional economy is \$497.5M – about 6% of the gross regional product.

\$37.4M


Many of the 70% of full-time students, including international students, who originated from outside Central Eastern Ontario in 2017-18, relocated to the region. These students' expenditures added \$37.4M to the economy, equivalent to supporting 1,105 jobs.

To achieve this commitment, by 2024 Fleming will:

- 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.
- 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.
- 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 the greater competition for the school-age population.
- Expand our partnerships to boost community innovation, by partnering with such organizations as Peterborough & 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.
- 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.

We will empower our staff

We will invest in our people so that they can provide the best possible experience and job training for students, while participating in a positive, equitable and supportive workplace culture where the ideas and talents of all who contribute to Fleming's vision are respected and heard.

A portrait of Barbara Elliot, a woman with short brown hair and glasses, smiling. She is wearing a dark blazer over a white collared shirt. The background is blurred, showing what appears to be a library or study area with bookshelves.

“What keeps me at Fleming is the students and their passion and desire to be change agents for the future, and the dedicated faculty and staff with a deep sense of responsibility and commitment to the teaching and learning process. I rely on and value the support from the rest of the college to make that happen. A shared vision to working toward the common goal of building human beings who are open-minded, respectful global citizens is a hopeful future for Fleming.”

Barbara Elliot, Professor, Ecosystem Management Program, Fleming College.

88%

Research by Deloitte has shown that 94% of executives and 88% of employees believe a distinct corporate culture is important to a business's success - Forbes magazine 2018

The most valuable part of your company is your people – the human capital – and any plans to move your business have to start there. - Harvard Business School

To achieve this commitment, by 2024 Fleming will:

- 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.
- 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.
- 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.

We will embrace technology and digital tools

In this time of unprecedented technological growth, we know that fulfilling our mission for our organization, our employees, our students and the employers we serve will only be possible if we embrace innovation. Where possible, we will invest in the latest technology and digital tools so that everyone can benefit from the new opportunities that exist to prepare our students for the future workplace, and operate our College efficiently. We will seek out opportunities through experiential learning to ensure our students benefit from hands-on training using all kinds of technology in the workplace, and we will digitize our business processes as we seek to be efficient and to create, utilize and manage data in the best way possible.



“Students need to be open to all new and old technologies and the acceptance of them, and be able to change and learn and adapt to whatever’s coming down the pike. That applies to any industry, whether it’s nursing, sports medicine, or technology. They’ve got to be adaptable.”

Robert Jameson, President
of Peterborough’s Canadian
Instrumentation Services Group.

Grappling with the impacts of technological advancements on labour force development is one aspect of the broader skills challenge which government, industry and post-secondary education must confront.
– Ontario Chamber of Commerce
Ontario Economic Report 2019

50%

50% of all Canadian jobs will be disrupted by automation in the next 10 years. – RBC's 2018 Human's Wanted report


Global results show the stronger an organization's digital IQ, the more likely it is to achieve better financial performance. – PWC Canada's Digital IQ report, 2019.

To achieve this commitment, by 2024 Fleming will:

- 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.
- 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.
- 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.

We will be a welcoming place for all

Fleming wants to ensure all staff and students feel supported by ensuring we are meeting the needs of diverse populations and enriching our communities by listening and learning from each other's perspectives. In this vein, we are committed to working with Indigenous communities to integrate Indigenous knowledge and experience into our curriculum.

A close-up portrait of an elderly woman with short dark hair, wearing a grey sequined sweater and a black hat. She is smiling slightly and looking towards the camera. The background is blurred, showing other people in a crowd.

“I’m agreeable with the goal of making post-secondary more welcoming for Indigenous Peoples. We need to be vigilant in enticing all people to go into college or university and make sure they know there is a place for them to continue their education if that’s what they want to do.”

Shirley Williams, an elder who teaches Indigenous language and culture at Trent University, and a member of Fleming’s Indigenous Education Council.

Canada has experienced a huge surge in international students in recent years. These students contribute \$15B+ to our economy each year, which supports 170,000 Canadian jobs. – Global Affairs Canada 2017

An estimated 350,000 Indigenous youth turn 15 between 2016 and 2026 – creating an unprecedented opportunity to fill crucial labour shortages in Canada. – 2018 OECD report.

According to Stats Canada, 20% of working age Canadians have a disability, and 59% are employed, compared to 80% employment for persons without disabilities, meaning Canada is not realizing the true benefits of all contributions to our society and economy.

To achieve this commitment, by 2024 Fleming will:

- 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.
- 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.
- 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.
- 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.

Our Fleming. Our Future.



Fleming College President Maureen Adamson would like to thank and acknowledge the members of both the Strategic Planning Committee and the Strategic Planning Core Secretariat. Our Future is in good hands because of their invaluable input.

Strategic Planning Committee:

Maureen Adamson President, Committee Chair
Jason Jackson Academic Chair, School of Trades and Technology, Committee Co-Chair
Rhonda Barnett President and COO, Steelworks Design Inc.
Rhonda Keenan President and CEO, Peterborough & the Kawarthas Economic Development
Laura Coles Support Staff, Office of Applied Research, Frost
Sandra Dupret Dean, Haliburton School of Art + Design and General Arts & Sciences
Greg Jefford Fleming Administrative Staff Association
Sue Kloosterman Registrar
Thomas Luloff Faculty Union, Frost
Wael Nawara Faculty, School of Business, Sutherland
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Emily Scott Sutherland Student
Elizabeth Stone Faculty, General Arts & Sciences and former Chair of the Indigenous Education Council
Lynda Staples Accessibility Facilitator
Marcia Steeves Support Staff Union, Sutherland

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Paula Walton Strategic Planning and Special Projects, Office of the President

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