
Fleming College



Business Plan 2020-2021



Introduction

Without doubt, the past year and the one ahead will be unlike any other in history of Fleming College. The COVID-19 pandemic has re-shaped the landscape for post-secondary education and accelerated the pace of change and innovation at Fleming.

Through swift action at the outset of the crisis, the college has embraced the challenge as an opportunity to be a leader in assuring safety for our students, employees and communities and at the same time swiftly adapting its academic and support operations to the new context of primarily online delivery of curriculum.

While a new path lies ahead, we remain resolute in our commitment to the priorities in our 2019-2024 Strategic Plan and aligning our work with the new Strategic Mandate Agreement (SMA3) recently negotiated with our Ministry.

The 2020-2021 Business Plan is aggressive and it remains focused on student learning, labour market success for students and employers as well as priorities that will serve to shape economic development for our communities.

Our success will come from the talent and commitment of our employees and the mutual efforts of the college and our community partners. Despite the uncertainty and challenge of our current context, we look forward to the work ahead and to the future success for our students and communities.

Our vision

Creating Prosperity and transforming communities through education and innovation.

Our Mission

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

Our 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 Priorities 2020-2021

The 2020-2021 Business Plan highlights objectives related to the Strategic Plan, Academic Plan and our Strategic Mandate Agreement. We have aligned our Business Plan objectives to the metric targets of the 2020-2025 Strategic Mandate Agreement. This is the second implementation year of the Strategic Plan and through our Business Plan, the College will continue to work towards achieving the commitments of the Strategic Plan. These Commitments are:

1. We will be focused on the needs of students and employers in the labour market.
2. We will be true partners in our communities.
3. We will empower our staff and faculty.
4. We will embrace technology and digitization.
5. We will be a welcoming place for all.

Strategic Mandate Agreement

This is Fleming’s first year of our new 2020-2025 Strategic Mandate Agreement (SMA3) with the Ministry of Colleges and Universities (MCU). Although the SMA3 begins this year, there is a two-year freeze on Operating Grant Funding from the MCU to provide funding stability within the post-secondary education sector during those two years due to the uncertainties that surround the COVID-19 pandemic, its impacts and its duration.

The 2020-2021 Business Plan Objectives are aligned with the SMA3 metrics to ensure we track progress over these two years toward our agreement obligations.

Metric Name	2020-2021 Target Floor
Graduate Employment Rate in a related field	70.32%
Institutional Strength/Focus	21.96%
Graduation Rate	70.70%
Community/Local Impact of Student Enrolment	9.28%
Economic Impact (Institution-specific)	70.21%
Graduate Employment Earnings	Not Activated
Experiential Learning	Not Activated
Revenue Attracted from Private Sector Sources	Not Activated
Institution-Specific (Apprenticeship-related)	Not Activated
Skills and Competencies	Not Activated

20-21 Business Plan Objectives by Strategic Plan Goal

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

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** Use the revised Program Efficacy Review tool and the new Labour Market Analytics Model to evaluate the demand and viability of existing programs and the overall college program mix, including new programs.
- 1.1.2** Develop and implement a Strategic Enrolment Management Plan that maintains our commitment to access to education and ensures the College enhances student recruitment, retention and creates a welcoming environment for all. This plan will diversify our enrolment base to ensure sustainability in order to make an impact on the economic and social vitality of our communities. This plan will be designed to enrol a mix of students who will benefit from our programs, focus on quality and achievement and benefit from an enhanced student experience.
- 1.1.3** Reorganize the Academic Council so that it has great opportunity for critical discussion and influence on academic recommendations.
- 1.1.4** Building on a culture of engagement with students, the College will ensure students are supported through regular engagement and interaction with staff that fosters close relationships and mentoring including through Applied Research projects, development of soft skills, and job-seeking preparation.

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 programming evolves as the job market changes. Industry has a voice and we intend to listen.

- 1.2.1** Empower our Program Advisory Committees to bring together industry leaders who can ensure the latest trends in their fields are reflected in student learning, by sharing ideas at meetings, participating in applied projects and interacting with students and faculty so that each understands how industries are evolving as well as employer expectations.

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.

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

1.3.1 SSM:

- 1) Submit a transition plan to the Ministry with a new employment services model.
- 2) Launch a new website to support job seekers and employers.
- 3) Create a centralized system for employer engagement, communications, and access to programs.
- 4) Transition network to new delivery model, performance management framework, and digital tools.
- 5) Establish forums for ongoing stakeholder engagement (employers, community and county-level economic development agents and organizations, the region's 13 Chambers of Commerce, and the 27 municipalities in Muskoka-Kawarthas to further understand local needs.

1.3.2 As the new SSM, develop an Employment Services System that enhances collaboration between Career and Employment Services, research and external expertise. through the Program Advisory Committees. This will expand Experiential Learning opportunities, combine data, and increase employment rates.

1.3.3 By launching and integrating the new Orbis Module for experiential learning within the Academic Division, meet SMA3 target floor in Experiential Learning opportunities for students.

1.3.4 Develop a micro-credential strategic plan to map against program institutional strengths and focus.

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. *This objective will be addressed in the future years during the 2019-2024 Strategic Plan timeframe.*

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 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.

1.5.1 Develop a new student success advisory program to assist struggling students and increase retention rates.

1.5.2 Using the new predictive analytics capabilities, develop intervention programs to support identified at-risk students.

1.5.3 Using current studies and data on why students drop-out or fail, create a retention plan to meet students needs and SMA3 targets for graduation rates.

1.5.4 Develop a new Continuing Education Plan that is responsive to changing labour market needs and better serves the needs of Fleming grads and those seeking upskilling and lifelong learning.

We will be true partners in our communities.

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 Graduate Innovation and Entrepreneurship - Conduct baseline research of graduates who participated in the Innovation Cluster, created new Business Startups, and/or attained Certificates of Specialization.

2.1.2 Create a Partner Business Development Strategy in conjunction with community partners including those in economic Development to ensure we are meeting training and professional development needs of firms and services in Ontario, Canada and beyond.

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 the greater competition for the school-age population.

2.2.1 Explore private career college opportunities to create a greater presence beyond current state.

2.2.2 As part of the Strategic Enrolment Management Plan, embed international students for year-over-year growth once pandemic impact has been fully realized.

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 Applied Research Strategy to be developed and tied to Academic Plan by Dec 2020.

2.3.2 Continue to establish school-specific applied research program plans for each school such that all schools have a plan. Research programs will include a mix of applied research activities that best suit the programs and community/industry partners, such as curriculum integration, capstone projects, applied projects, or externally-funded industry research.

2.3.3 Develop a system to track community-based research projects for partners involving Fleming students. Projects will be mapped to program and that data used to establish new project targets for 2021-22.

We will be true partners in our communities.

2.3.4 Establish the recently NSERC/CFI funded Centers for Innovation in Aquaculture Production and Industrial Innovation of Things. This will include hiring key positions to move the associated research forward and make progress on facility building and renovation.

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 Enhance pathways and transition support for students transferring from post-secondary institutions, and across programs within the College, as they seek to customize their education and gain the right mix of academic and real-life experience required to meet their employment goals. This will include pathways for Indigenous students.

2.4.2 Explore opportunities to deliver degree programs with the Binding Directive parameters.

2.5 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.

2.5.1 Take stock of current inventory of incubators/accelerators, and set a target for growth, partnering where possible to fulfil the 5-year vision

2.5.2 Identify opportunities for Fleming in regions beyond the Greater Peterborough Area

2.5.3 Work with the Dean of Business to develop strategies for increased incubators and greater student engagement in incubator opportunities.

2.5.4 Explore residence development in Haliburton and downtown Peterborough.

We will empower our staff.

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** Launch an on-line Leader “starter toolkit” to empower leaders by making their job easier with process maps, templates, work instructions, and other useful tools for 3 or more key management processes.
- 3.1.2** Launch an on-line employee “HRpedia” to enable employees to easily access information on 3 or more areas that are key sources of questions or confusion.
- 3.1.3** Introduce an OEHR employee on-line newsletter in place and running regularly to keep employees apprised of what’s new, what’s coming, and where to direct questions.

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.

- 3.2.1** Have an approved Diversity/Equity/Inclusion Strategy & Plan in place and underway with diversity targets provided to each SMT members.
- 3.2.2** Relaunch the new employee reward & recognition program (previously deferred by COVID) in a manner consistent with Public Health guidelines.

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** Initiate a needs assessment to identify College-wide, group, and individual learning & development needs.
- 3.3.2** Develop a leader labour relations education program to empower leaders with skills, knowledge, and confidence.
- 3.3.3** Achieve workplan milestones for Corporate Improvement Plans based on key areas identified from third-party reviews.
- 3.3.4** Define requirements and develop a plan for major technology enhancements to operational systems for HR, Registrar’s Office and Finance - begin implementation.
- 3.3.4** Conduct process mapping of select procurement processes to identify efficiencies while ensuring compliance with BPS Procurement Directives.
- 3.3.5** Revise and evolve Fleming’s Enterprise Risk Management program and system based on ISO 31000 best practice and standards resulting in more accurate, timely and enhanced dashboard reporting.

We will embrace technology and digital tools.

4.1 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.

- 4.1.1** Conduct a technology inventory across all Fleming campuses and conduct higher education technology industry research.
- 4.1.2** To identify gaps and support a new Tech Development Plan, survey students, faculty and staff regarding how they use current technology, what is working well, and what needs improvement.
- 4.1.3** Develop and implement a full digital transformation plan. The plan will include: engaging online learning; adaption of digital experiential learning' access to technology for students and faculty; prominent and alternative delivery methods using new and emerging platforms; and professional/skills development to support faculty and staff.
- 4.1.4** Develop evaluation framework and conduct pilot assessments of academic tools to establish a suite of technology solutions that support academic delivery.

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. *This objective was completed in the 2019-2020 fiscal year.*

4.3 Implement a Digital and Communications Transformation Strategy (DCTS) 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** Finalize a cross-campus DCTS that formalizes actions and timelines.
- 4.3.2** Launch a comprehensive new brand strategy across all campuses that includes the rollout of branded collateral material such as letterhead and signage.
- 4.3.3** Launch a new website driven by the new brand strategy that includes new navigation, content and engagement tools.
- 4.3.4** A thorough review of digitization processes and to inform a strategy for service improvement and efficiencies.
- 4.3.5** A focus on community outreach, with streamlined events and increased fundraising activity aligned with the Fundraising Plan.
- 4.3.6** Complete a comprehensive security audit.

We will be a welcoming place for all.

5.1 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.

5.1.1 Continue to develop a Student Experience space plan.

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 Increase the number of programs with Indigenous Perspectives Designation by 5 programs each year

5.2.2 Work with Schools and Community to increase the number of academic partnerships in Indigenous knowledge.

5.2.3 Work with Marketing to develop a campaign that will increase self-identified Indigenous students to more than 500 in 2020-2021.

5.2.4 As an initiative to increase employment rates among Indigenous student populations, include appropriate representation on Program Advisory Committees.

5.2.5 Establish relationships with community partners seeking to hire: 1) Indigenous students and 2) non-indigenous students with the Indigenous Perspectives Designation.

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.

5.3.1 The development of a comprehensive three-year Internationalization Strategy to include strategies for all commitments in the Strategic Plan including educational partnerships, more MOUs, growth in international enrolment, diversification of countries of origin, and strategies to improve student success rates. The Plan to included targets for growth in international students with percentage increase to be established year-over-year to the end of five-year Strat Plan.

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.

5.4.1 Launch online Sexual Awareness training modules in Orientation 20-021 that include content on consent.

5.4.2 Targets for all hiring beginning calendar year 2021.

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