



FLEMING

ANNUAL

2023-24

REPORT





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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.

VISION, MISSION, COMMITMENTS

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
- Accountability

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.



A MESSAGE FROM THE CHAIR



On behalf of the Board of Governors of Fleming College, I am very pleased to present the 2023-2024 Annual Report. The Board would like to express its appreciation and sincere thanks to President Maureen Adamson, Fleming's Senior Management Team, faculty and staff for their continued commitment and dedication to student success. It was exciting and rewarding for all of us to see 3,278 Fleming graduates. Students are our focus and purpose.

It has been a challenging year but we are prepared for the future. As Board Chair, I look forward to the launch of the 2024-29 Strategic Plan that will be shared in the fall of 2024. The work of shaping, collaborating and refining this plan has been both arduous and rewarding as we look forward to a dynamic future together.



Don Gillespie, Chair
Board of Governors of Sir Sandford Fleming College

A MESSAGE FROM THE PRESIDENT



I am pleased to submit this year's Annual Report for 2023-2024, outlining the progress we have made toward achieving the goals outlined in our Strategic Plan. This progress would not be possible without the support of the Board Chair, Don Gillespie, and the entire Fleming College Board of Governors.

This is the last Annual Report focused on the goals and strategies outlined in the 2019-2024 Strategic Plan. It is a measure of Fleming's successes in achieving those goals and a reflection on how far we have come over the last five years.

This report outlines some of Fleming's outstanding achievements this year. From a new partnership between the Centre for Advancement of Water and Wastewater Technologies (CAWT) and Centre for Advancement in Mechatronics and Industrial Internet of Things (CAMIIT) with a Peterborough-based company for the Canadian Space Agency's Deep Space Food

Challenge, to the opening of a new state-of-the-art aquaculture research facility at the Centre for Innovative Aquaculture Production, Fleming's innovation and creativity shines through.

This report also reflects Fleming's renewed focus on a student-first approach to applied learning. Through enhancing our career services, focusing on personal wellness and accessibility and new roles focusing on student experience, we have fostered a more dynamic and engaged student body.

This year we broke ground on a new residence at the Haliburton School of Art + Design, a significant event for the campus and the community. This new facility will provide housing for our students and create economic opportunities for the region.

We are pleased to report that we have accomplished 97% of our Strategic and Academic goals set out in the 2019-2024 Strategic Plan-in many cases exceeding our target goals.

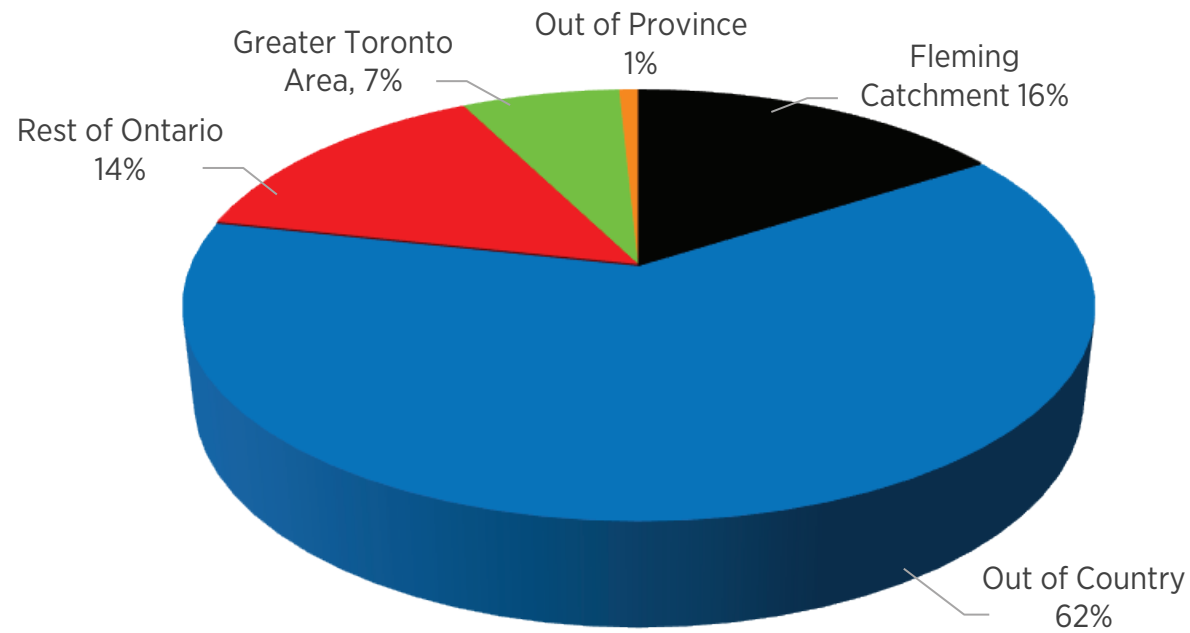
After concluding the listening tour and consulting with the community and external partners, we are finalizing a new Strategic Plan, which will shape Fleming's future for the rest of the decade. With the hard work and tremendous dedication of our Board of Governors, Senior Management Team, faculty, staff and the unwavering support of our communities, we put FLEMING FIRST and face the future with confidence.



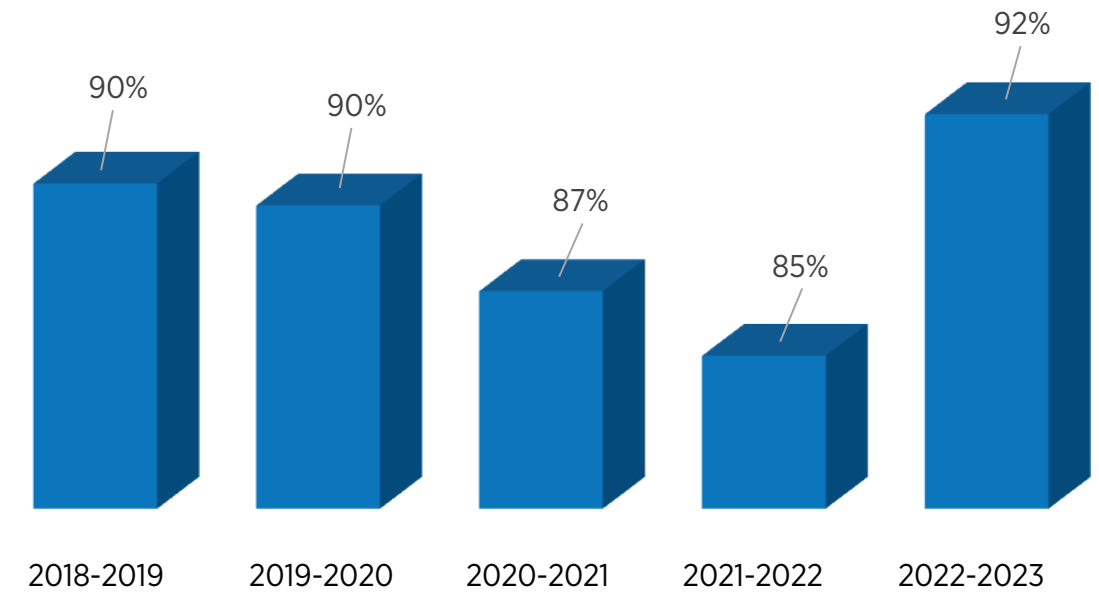
Maureen Adamson,
President

STUDENT INFORMATION

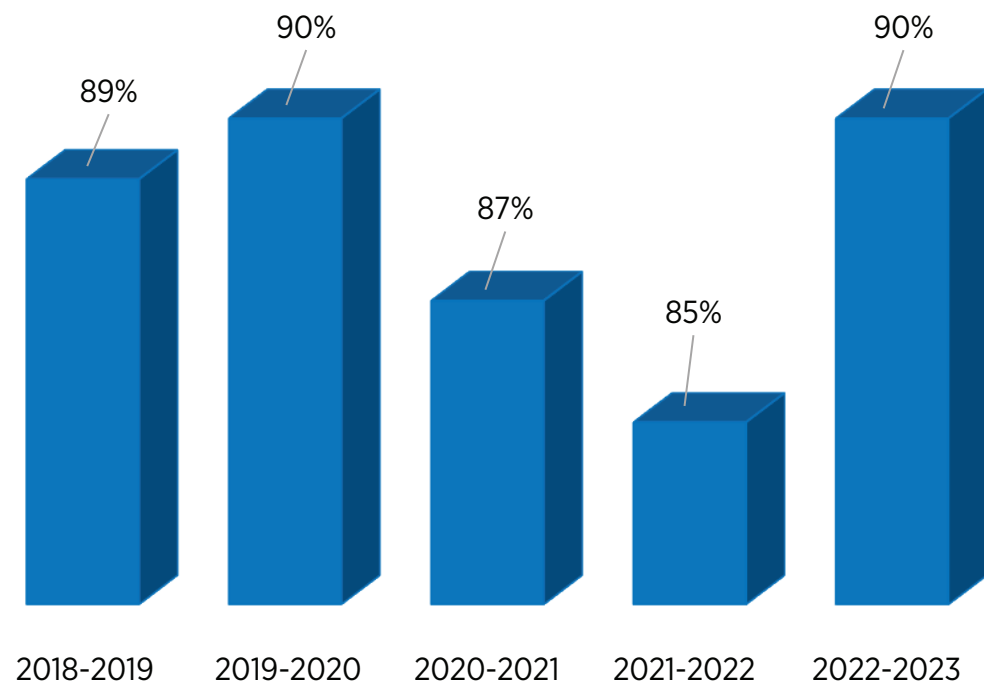
Where Do Students Come From (Fiscal Year 2023-24)



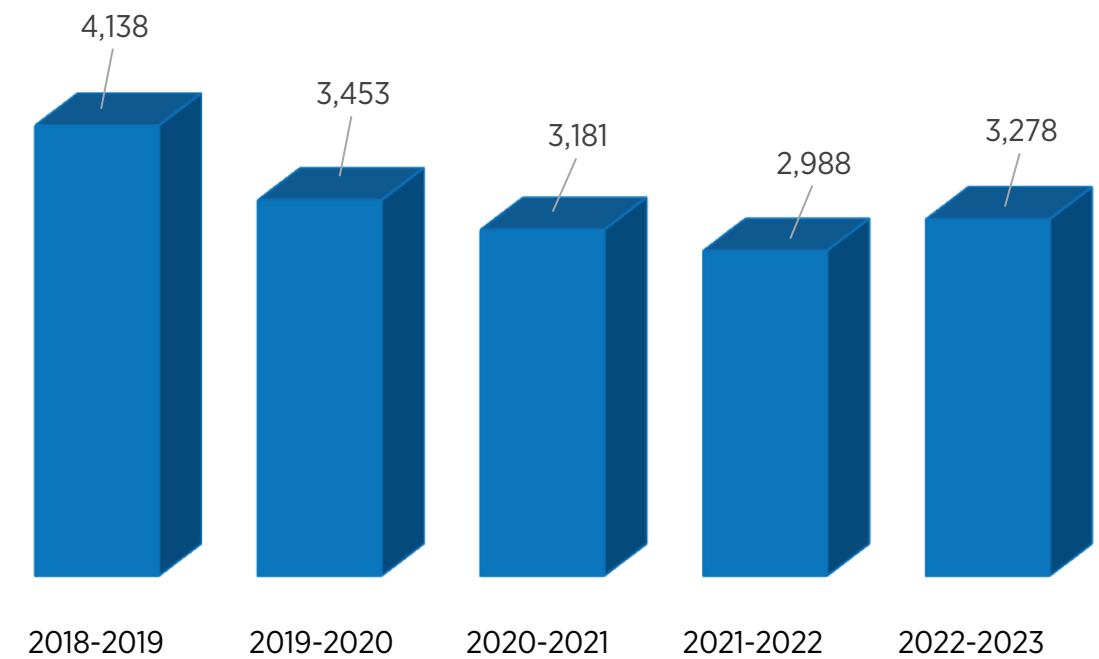
Term-to-Term Retention



Course Completion Rates

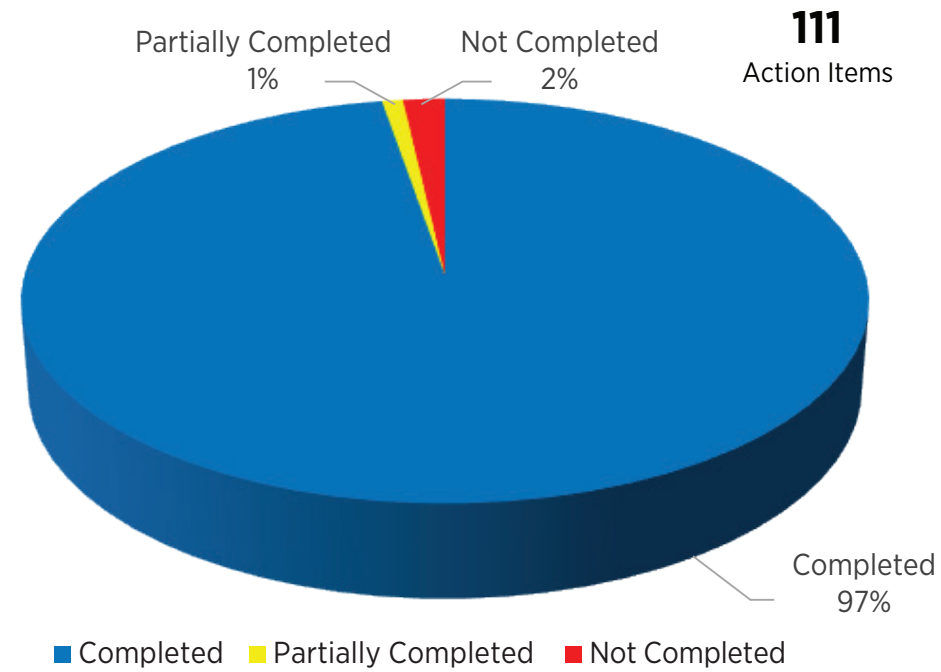


Program Graduates

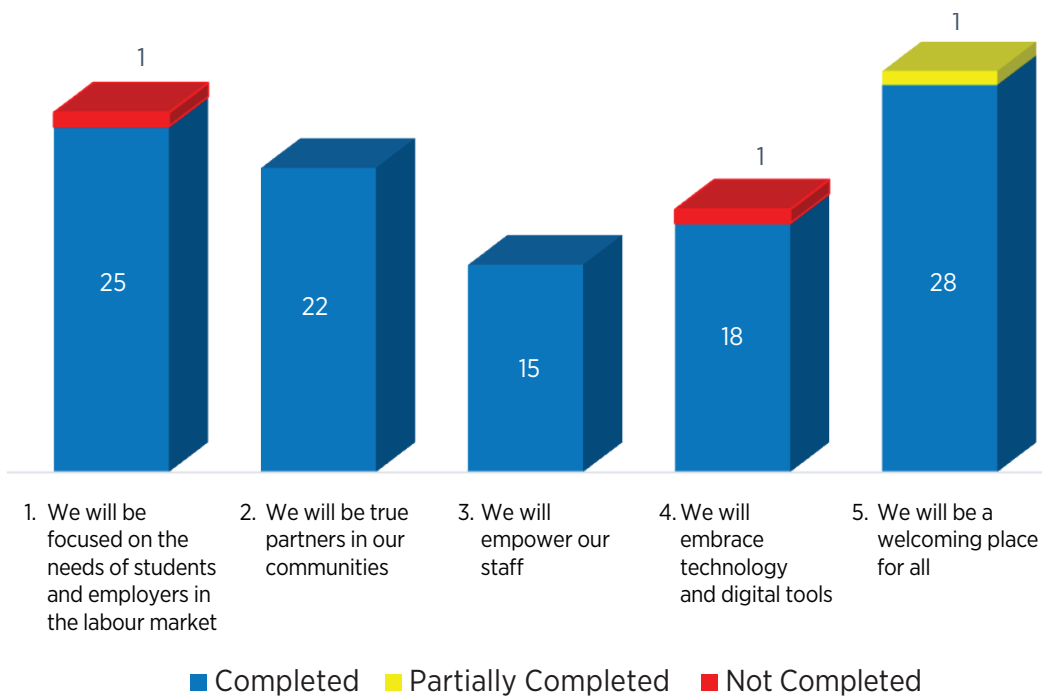


STRATEGIC PLAN PROGRESS

Completion of 2019-2024 Strategic Plan Commitments

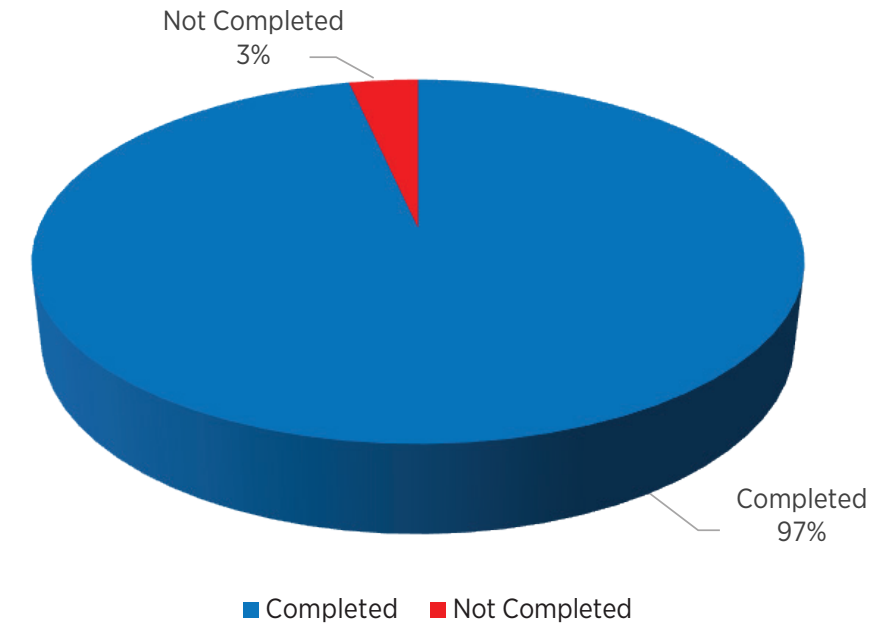


Completion of Strategic Commitments

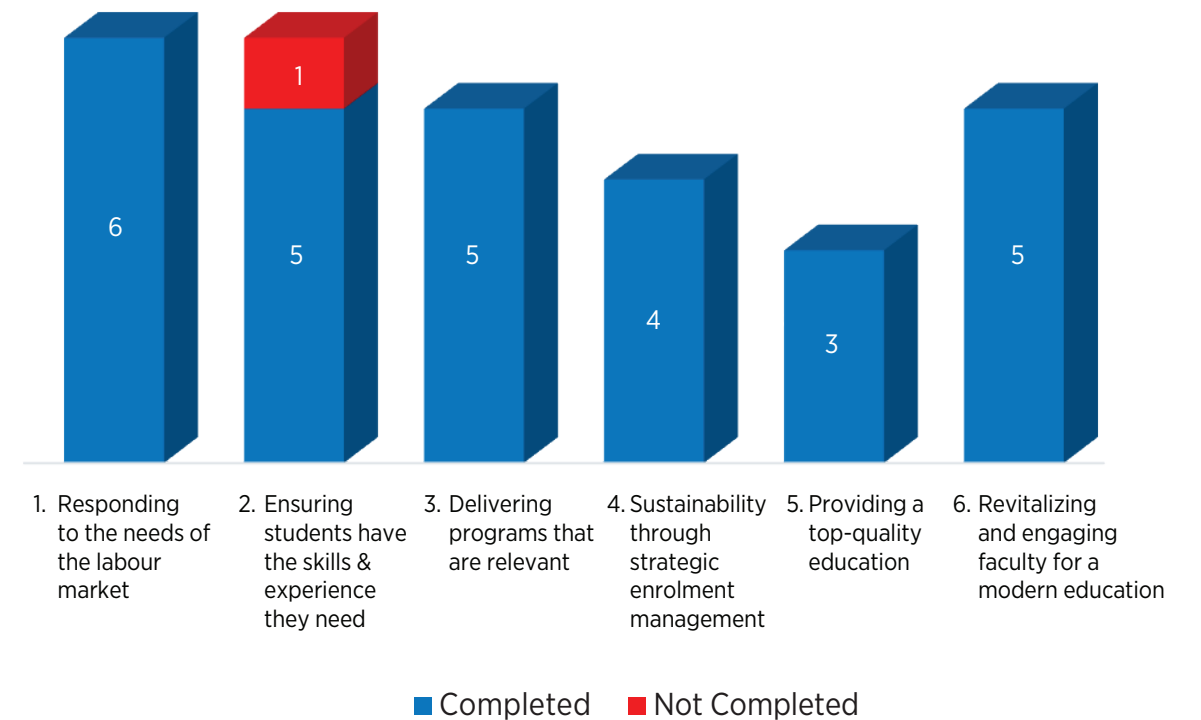


ACADEMIC PLAN PROGRESS

Completion Rate of 2019-2024 Academic Plan

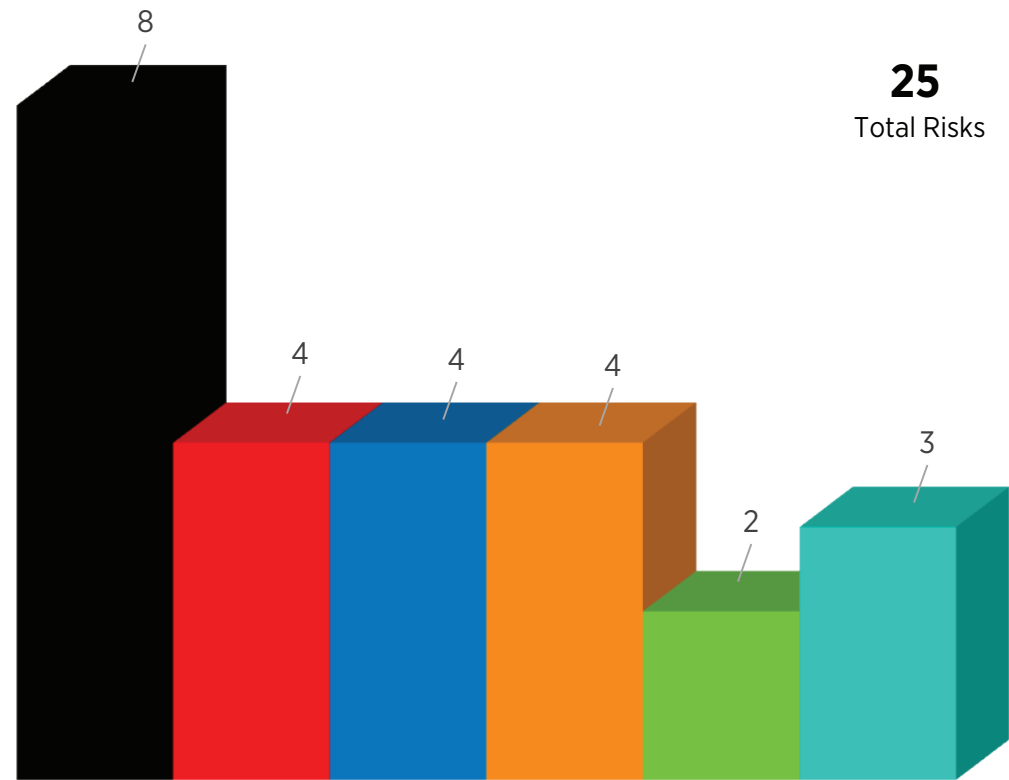


Completion of 2019-2024 Academic Plan Priorities



ENTERPRISE RISK MANAGEMENT

Risk Category Breakdown

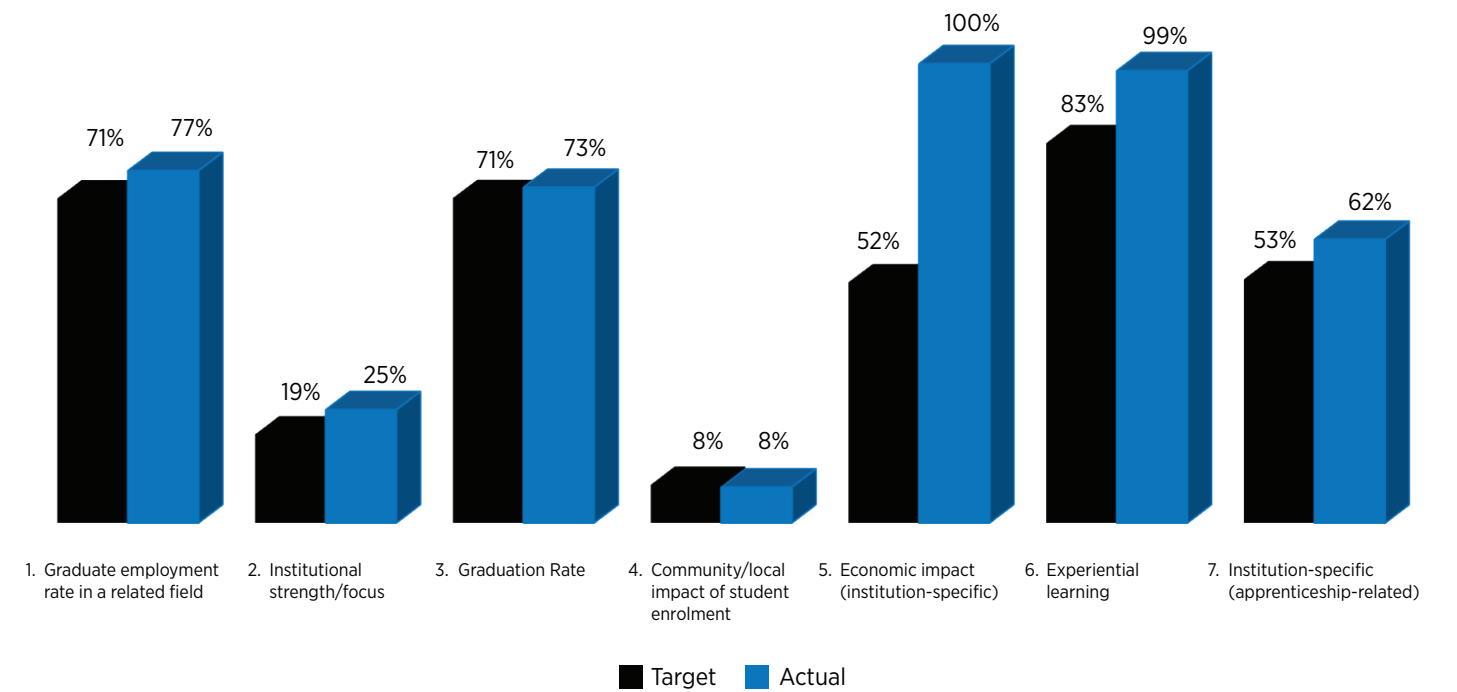


■ Operational ■ Financial ■ Human Resources ■ Reputational ■ Legal ■ Strategic

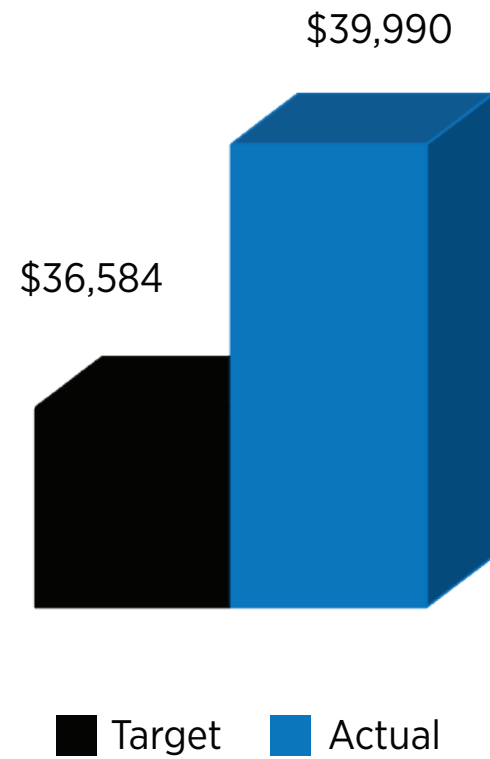
25 risks were identified and analyzed to determine the likelihood that the risk will occur and the impact it will have on the organization if it does occur. **These risks are reviewed and monitored in detail by the Board of Governors.**

SMA3 YEAR 3 ANNUAL EVALUATION

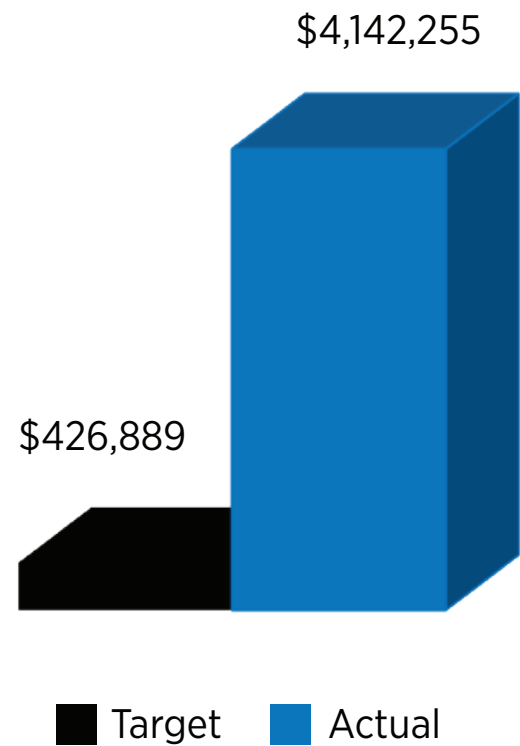
SMA3 Metric Performance



Graduate Employment Earnings

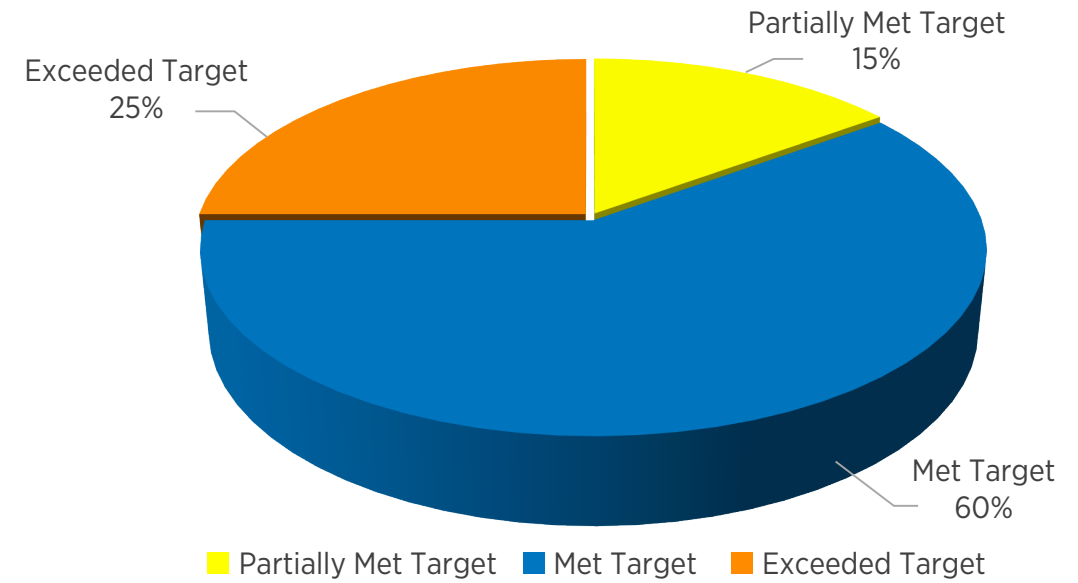


Revenue Attracted from Private Sector Sources

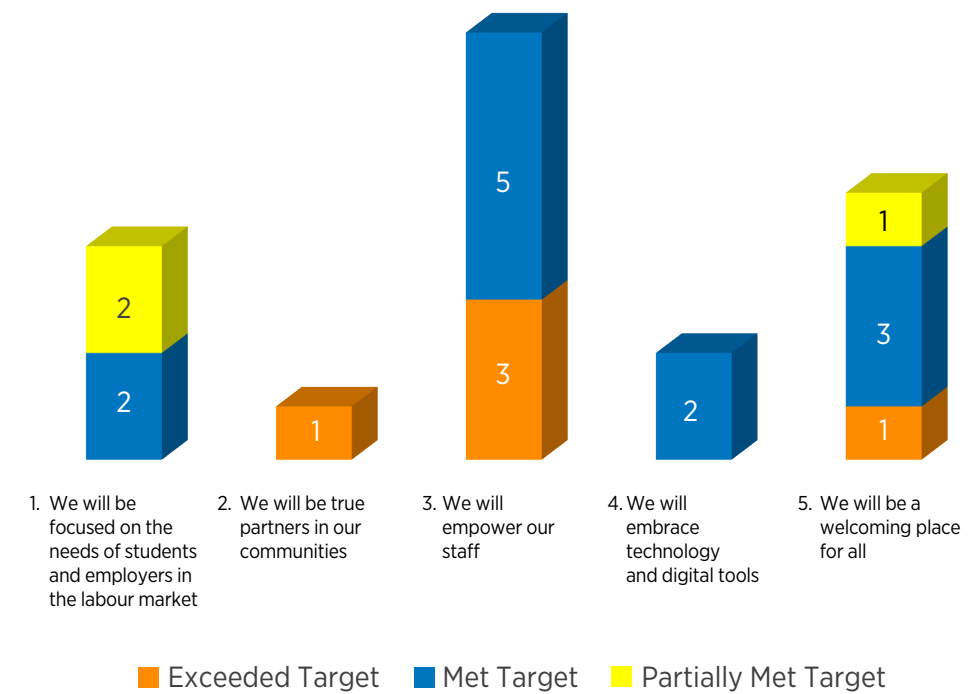


BUSINESS PLAN REVIEW

Performance Evaluation of 23-24 Business Plan Objectives



Evaluation of 23-24 Business Plan Objectives by Commitment



REPORT ON BUSINESS PLAN OBJECTIVES

23-24 Objectives

Achievement of 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 programming evolves as the job market changes. The industry has a voice, and we intend to listen.

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

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 lives. 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.

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

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.

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

23-24 Objectives

Achievement of Objectives

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.

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

Invest in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities, high-skill training, and the equipment and technology needed to provide the best possible experience for students and staff.

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|------------|--|------------------------|
| 3.2 | Aligned with the approved Employee Success (aka Corporate professional development) strategy, continue a budget for all professional development across the college. | Exceeded Target |
| 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. | Met Target |
| 3.4 | Embrace a Continuous Professional Learning Culture. | Exceeded Target |
| 3.5 | Optimize Teaching Complement. | Met Target |
| 3.6 | Build on a Culture of Engagement with Students. | Met Target |
| 3.7 | Ensure Equity, Diversity, and Inclusion. | Exceeded Target |
| 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. | Met Target |

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.

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|------------|--|-------------------|
| 4.1 | Develop and implement a hardware refresh strategy. | Met Target |
|------------|--|-------------------|

23-24 Objectives	Achievement of Objectives
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4.2 Portal review to improve student and staff online experience.	Met Target
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5. We will be a welcoming place for all.	
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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 focus on student life and well-being on campus and in our communities.	
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5.1 Develop a robust plan to improve social and academic integration towards successful completion for all students.	Met Target
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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 their histories.	
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5.2 All students are to have, at a minimum, incorporated an introductory level of Indigenous cultural training, course, or measurable competency.	Exceeded Target
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5.3 Increase employment rates among the Indigenous student population.	Partially Met Target
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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 support for under-represented groups and those experiencing mental health challenges.	
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5.4 All faculty and researchers interacting with Indigenous communities will receive OCAP training.	Met Target
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5.5 Implement the proposed accessibility standards for postsecondary institutions in alignment with the Accessibility for Ontarians with Disabilities Act.	Met Target
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FLEMING PARTNERS ON DEEP SPACE FOOD CHALLENGE

For Fleming College, the sky is no longer the limit to our research capabilities. Two of Fleming's research centres, the Centre for Advancement of Water and Wastewater Technologies (CAWT) and Centre for Advancement in Mechatronics and Industrial Internet of Things (CAMIIT), partnered with Peterborough-based Noblegen Inc. (now known as Solar Biotech Canada) in the Canadian Space Agency's Deep Space Food Challenge.

The Canadian Space Agency developed the Deep Space Food Challenge to emphasize the crucial need to enhance food accessibility throughout Canada, particularly in remote areas, to apply these insights into extraterrestrial food production for future space missions.

Among the top ten finalists of Phase 1, Noblegen partnered with the CAWT to help advance their solution into a prototype for Phase 2 of the challenge. The CAWT explored the feasibility of repurposing human waste as a feedstock to cultivate *Euglena gracilis*, a nutritionally rich microorganism. Initial bench-scale testing revealed promising results, indicating that when optimized, a human-derived feedstock could sustain *Euglena* growth and produce a nutritionally rich supplement for human consumption.

After these findings, the CAWT designed a scalable process and with the assistance of CAMIIT, constructed a functional prototype to optimize *Euglena* growth while meeting the predefined constraints of space, such as size limitations, crew availability, access to resources like water, etc. Researchers from both CAWT and CAMIIT participated in the final on-site demonstration and presentation of the prototype to a team of engineers and judges from the Canadian Space Agency in 2023.

While Noblegen did not advance to the subsequent and final phase of the competition, this collaborative effort underscores a remarkable partnership in tackling a distinctive challenge to benefit Canadians. This partnership laid important groundwork for future endeavors aimed at leveraging space technology to address pressing societal needs. It also further established Fleming College as a pioneer in new and innovative research. Learn more about the Deep Space Food Challenge here deepspacefoodchallenge.org.

STUDENT EXPERIENCE HIGHLIGHTS

Evolving the student experience was front and center this year. To provide services that best meet the needs of our ever-changing student demographics, Fleming continued to look at what we do and how we do it to ensure we are putting students at the centre.

Growing the team - to help drive this work, we welcomed three new roles to the division: an Associate Vice President of Student Success Transformation, a Director of Student Learning Support, and a Dean of Students. These roles are pivotal to moving the student experience forward and have already had a positive impact on how we interact, engage with, and support students at Fleming.

Career Services expanded its team to ensure students had access to the support and resources they needed to prepare for the next steps after college. They launched Thrive at Work to support students with disabilities in their job search. Career Services also brought the employers directly to the students by hosting 8 career fairs on campus, 163 employers joined us at those fairs to meet with and recruit Fleming students.

Health Services focused on increasing accessibility and access to care on campus by expanding staff, and services and modernizing the student experience. Health Services hired a dedicated immunization advisor, ensuring students have access to essential vaccinations and immunization information. They expanded the physician clinics at both campuses, increasing accessibility to medical care for students and doubling the TB clinic capacity. Frost Health Services was renovated, creating a modern and welcoming environment for student health needs.

Personal Wellness Counseling needs for students continued to soar. Fleming added BIPOC and 2SLGBTQIA Counsellor roles to the team, ensuring culturally competent and inclusive support for Fleming's diverse student population. They offered varying types of programs to meet students where they are including small group sessions to create inclusive spaces for our BIPOC and 2SLGBTQIA students to connect and learn and virtual mental health workshops.

Accessible Education Services played a vital role in ensuring all students receive the support they need to succeed. They established a student committee to ensure the student's voice is front and centre in decisions made. They launched the Social Connect Club for the Neurodiverse, providing a supportive and inclusive environment for students with neurodiverse conditions to socialize and engage. Thrive at Fleming is a 5-week group program intended to support students in developing their resilience skills and academic toolkits were also developed.

Student Services Coaching continued to grow and evolve its practices to best support and move students forward in their educational journey. Student Success Coaches provide support for students throughout the college journey from matriculation to graduation. Support includes proactive student outreach based on predictive analytics, responding to faculty referrals, and helping students navigate the college resources to ensure they leverage the appropriate services. With the expansion of this team and the strategy, student interactions have increased by 42%.

This is just the start of refining how we support our students and what the Student Experience looks and feels like at Fleming. As students, society, and technology continue to change, creating an experience that allows students to thrive will require agility, dedication, and a willingness to be innovators, and Fleming is committed to exactly that.

FLEMING BREAKS GROUND ON HALIBURTON RESIDENCE

In December 2023, Fleming College officially broke ground for the construction of its new 47-bed student residence at its Haliburton campus. The new \$16 million residence will provide safe and secure housing for all future students, as well as economic and housing opportunities for the region. The new residence will be used by students in HSAD's certificate and diploma programs, as well as students attending summer programs and workshops. The facility will also be used to attract new visitors attending conferences and arts-related workshops in the area. The estimated completion date for the residences is November 2024 with occupancy in January 2025. The new buildings will have a mix of single and double occupancy suites and will be fully AODA compliant.

WELCOME TO THE NEW AQUACULTURE HATCHERY

Fleming College is on the cusp of opening an innovative new fish hatchery that will combine the latest aquaculture technology with hands-on learning, all while enhancing Fleming's research capabilities. Construction is underway on a new, \$6.5 million facility, located at Fleming College's Frost Campus in Lindsay, ON.

Boasting three fully independent recirculating aquaculture system-based wings as its foundation, the new facility enables the academic and research teams to vary air and water temperature and lighting conditions to simulate a broad range of climates and regions around the world. This allows for a much broader variety of species to be incorporated into education and research, from traditional cold water, now to more temperate and warm water species.

This state-of-the-art facility holds significant promise not just for our college, but for the entire aquaculture industry. By fostering innovation through research and development, we are positioning ourselves at the forefront of sustainable aquaculture practices. This step signals our commitment to advancing knowledge in this field, nurturing experts equipped with the skills and understanding necessary to steer the industry toward a more sustainable, efficient, and productive future.

ENACTUS FLEMING BRINGS IT HOME AGAIN!

Every year, Enactus teams from across Canada compete in regional competitions to showcase their innovative ideas. Our Enactus Fleming team has worked relentlessly to translate their visions into reality. Be it working on projects throughout the year or practicing presentations late at night before the competition. This year saw two Fleming Enactus teams place in the top three in the Central Regional Exposition.

- In the Desjardins Youth Employment Challenge - Fleming College was the League B Central Region Champion for its projects Keys2Me and United. A big congratulations to Project Managers Vanshika and Sharath Kothot, Faculty Advisors Wael Nawara, Ghada Hussein, and Noel Savage, and the long list of students who made this a success. This win ensured the Keys2Me/ United project team a spot in the Enactus Canada National Exposition in May 2024.
- In the Canadian Tire Environmental Sustainability Challenge - Fleming College was the second runner-up for its project, Paper Planet. Congratulations go out to Project Manager Apurva Vakharia who led a dynamic and highly entrepreneurial team.

"This competition brought students together as a team and re-fueled our drive to continue the work that we do. Not just that, the exposition also helped us strengthen our ties with schools throughout Central Canada and we congratulate all of them for being a part of this amazing change-making community. Because, only together, we can be the change."

- Enactus Fleming College

Raymond Yip Choy Wins the 2023 John Dobson Enactus Fellow of the Year

Behind the scenes for every Enactus Fleming project development session, community meeting, or entrepreneurial pitch competition is a dedicated team of faculty providing Enactus students with mentorship and guidance.

Fleming College is proud to announce that our very own, Raymond Yip Choy, Professor and Enactus Faculty Advisor has received the 2023 John Dobson Enactus Fellow of the Year Award. This award epitomizes the spirit of Enactus Fleming College. Raymond is a passionate leader and a remarkable ambassador for fostering community connections for Enactus Fleming students. Raymond's infectious smile carries the power to instill hope and uplift everyone in the room. This award is a negligible token of appreciation for a contribution that is too enormous to be accounted for.

Thank you, Raymond, on behalf of countless students you have served at Enactus and beyond!

INTERNATIONAL HIGHLIGHTS

2023-2024 was a busy year for Fleming's International Department. With a focus on market diversification, new partnerships were developed in key emergent markets including Nepal, Sri Lanka, Bhutan, Thailand, Columbia, and Mexico. Expanding its geographic footprint, two new recruitment offices opened in Delhi and Mexico City. These enhanced recruitment activities resulted in a 12% growth in enrolment for new target markets. Additional highlights from Fleming International include:

- Membership with the Mexican Association of Educational Tourism (AMTE)
- Participation as a delegate in the G20 Youth Summit in Chandigarh, India
- Launch of the Global Friends Café: a project that pairs current Fleming students with future Fleming students to create opportunities for connection, friendship, and cultural awareness.
- Partnership with iCent International Student app to create wrap-around housing support for students, including, peer-to-peer roommate support and matching.
- Enhanced pre-departure sessions for new students including Connect and Get Ready online seminar series and our first ever in-country pre-departure sessions organized in multiple cities in India and Nepal.

FLEMING PHOENIX TAKES FLIGHT

After 50 years, Athletics and Recreation went through a full metamorphosis with the launch of the Fleming Phoenix. With its plumage ablaze in fiery colours, the Fleming Phoenix represents the best of the Fleming College community. A mythical creature embodying the concepts of transformation and rebirth, the Phoenix rises from the ashes stronger than ever.

Like the Phoenix, Fleming students rise to new levels of success each day; Obstacles are an opportunity to transform into the best version of themselves. The Phoenix captures Fleming's dedication to continuous improvement.

Fleming College is proud to introduce Blaze, the Fleming Phoenix, to its students, staff, and campus communities. Blaze was named following two rounds of voting—students, staff, faculty, and community members were encouraged to make suggestions during a naming contest in early November. After receiving more than 130 suggestions, the names were pared down to four—Blaze, Fuego, Nimkii, and Ash. Those names went through a round of polling, with Blaze coming out as the clear winner by more than 100 votes. Blaze the Phoenix replaces the Fleming Knight, which served the Fleming College community for more than 50 years.



INDIGENOUS FLEMING

The Indigenous Perspectives team was busy this year with several initiatives that spanned across Fleming College campuses and beyond.

Indigenous Space in Haliburton - The first dedicated Indigenous space officially opened at the Haliburton School of Art + Design on June 30. Biindigen, meaning “welcome,” or, “come in,” provides space for Indigenous students, Elders, Knowledge Keepers, guests, and community to gather, meet with the Indigenous Student Services team, and engage in cultural practices and learning. The Biindigen Student Space is in the main building at HSAD and is open during regular campus hours.

Treaty 5 Visit - Fleming College hosted an important 4-day delegation with Indigenous leaders from Treaty 5 for a tour of Frost Campus, its research facilities, and to share information about Fleming College programming and discuss partnership opportunities. A key highlight of the 4-day delegation was a commitment to advance partnerships on aquaculture with Indigenous communities in Treaty 5. This delegation followed up on a successful trip to Deer Lake First Nation where members of Fleming’s Aquaculture team participated in walleye egg, pike egg, and sucker egg incubation with volunteers supporting the local hatchery system. The trip culminated with a hatchery tour with over 300 students followed by a tour with Deer Lake Elders.

Advocating for Indigenous Education - Fleming College was actively involved with Colleges and Institutes Canada (CiCAN) annual initiatives, participating, and presenting at both the CiCAN World Conference in Montreal, Quebec, and the CiCAN Indigenous Education Symposium in Regina, Saskatchewan. These national and regional conferences focused on Indigenous Knowledge Systems and teachings that have been passed through generations as they pertain to our responsibilities in preserving & sustaining the health of Aki. This important outreach highlights some of the activities and initiatives that are Indigenous-led and contribute to partnerships with Post Secondary Institutions in Canada.

Indigenous Fleming was a key sponsor and presenter at the 2023 Economic Developers Association of Canada (EDAC) annual conference in Summerside, PEI – providing economic development leaders from across Canada with shared insights on opening the doors for Indigenous partnerships to support local economic vitality.



MARKETING HIGHLIGHTS 2023/24

Why I Chose #FlemingCollege

[YouTube](#)

Round up of how many videos we've filmed to date: **78**



Fish and Wildlife 962 views
Ecosystem Management 2K views
Global Business Management 42K views
Integrated Design 879 views



Computer Security and Investigations 973 views
Fish and Wildlife 1.3K views
Jewellery Essentials 627 views
Child and Youth Care 2.5K views



Geographic Information Systems – Applications... 5.8K views
Dual Diplomas 3.8K views
Business - Accounting 1K views
Paramedic 1.7K views

MARKETING HIGHLIGHTS 2023/24

- ‘Why Fleming’ social media campaign, featured a series of videos where Fleming College students and graduates shared their experiences, applied learning outcomes, and employment successes. This initiative effectively highlighted Fleming College’s role in shaping future professionals and aligned seamlessly with our goal to position Fleming as the prime educational and career destination within the GTA, Peterborough and the Kawartha’s. The campaign reached significant milestones by showcasing 78 students across various platforms and achieved a total of 546,545 views.
- The Marketing team’s strategic execution across multiple social media and web channels has markedly boosted referral traffic to Flemingcollege.ca, demonstrating a successful omni-channel strategy that drives substantial website engagement for a percentage increase of views of 36.53% from 2021-2022 and 59.1% from 2022-2023.
- Launched a success campaign for the new hairstyling program comprised of both digital and out of home advertising. The Hairstyling program is currently waitlisted.

- The Marketing and Communications team fully integrated and leveraged advanced technology and digital tools to enhance the effectiveness of social media and earned media campaigns. The objective was to increase engagement, optimize content delivery, and measure the impact more precisely to drive stronger results across all platforms. We aimed to stay ahead of industry trends by continuously updating and adopting new technologies that streamline processes and improve communication with our varying audiences.

- Partnered with large publications to disseminate key messages and increase the brand awareness of Fleming College. Example: Launched a targeted influencer campaign with BlogTO for the School of Haliburton School of Art + Design to build awareness from key demographic audiences in the GTA. This campaign leveraged photo, video and user generated content (UGC) by stakeholders (students, alumni, faculty, community) to help achieve business objectives.

- Our comprehensive video campaigns showcased the diverse offerings of Fleming College, and was executed across multiple social media channels, both organic and paid. In collaboration with the Student Services Department, we also increased awareness of the resources available to Fleming students. This included a successful varsity rebrand and the introduction of a new mascot, named through a social media contest that engaged all of Fleming College’s stakeholders. These initiatives collectively resulted in an increase in lead generation and a rise in student engagement with our services, reinforcing our brand’s presence and community involvement.



1. Oshawa Centre mural
2. Biotechnology billboard
3. Transit shelter poster

2023-2024 BOARD OF GOVERNORS OF SIR SANDFORD FLEMING COLLEGE

September 1, 2023, to August 31, 2024

Don Gillespie

(Lakefield)
Board Chair

Karen Jensen

(Fenelon Falls)
Board Vice-Chair and Chair,
Governance Committee

Sudha Datta

(Toronto)
Chair, Finance and Audit
Committee

Cory Bryan

(Ajax)
Governor

Cynthia Chan Reynolds

(Peterborough)
Governor (Lieutenant Governor in
Council Appointed)

Kerri Davies

(Ennismore)
Governor

Tim Kennaley

(Peterborough)
Governor (Lieutenant Governor in
Council Appointed)

Lisa Reed

(Port Hope)
Governor

Doris Stamml

(Haliburton)
Governor

Vacant

Governor (Lieutenant Governor in
Council Appointed)

Vacant

Governor (Lieutenant Governor in
Council Appointed)

Vacant

Governor (Lieutenant Governor in
Council Appointed)

Todd Hataley

Academic Governor

Marc Patenaude

Administrative Governor

Laura Coles

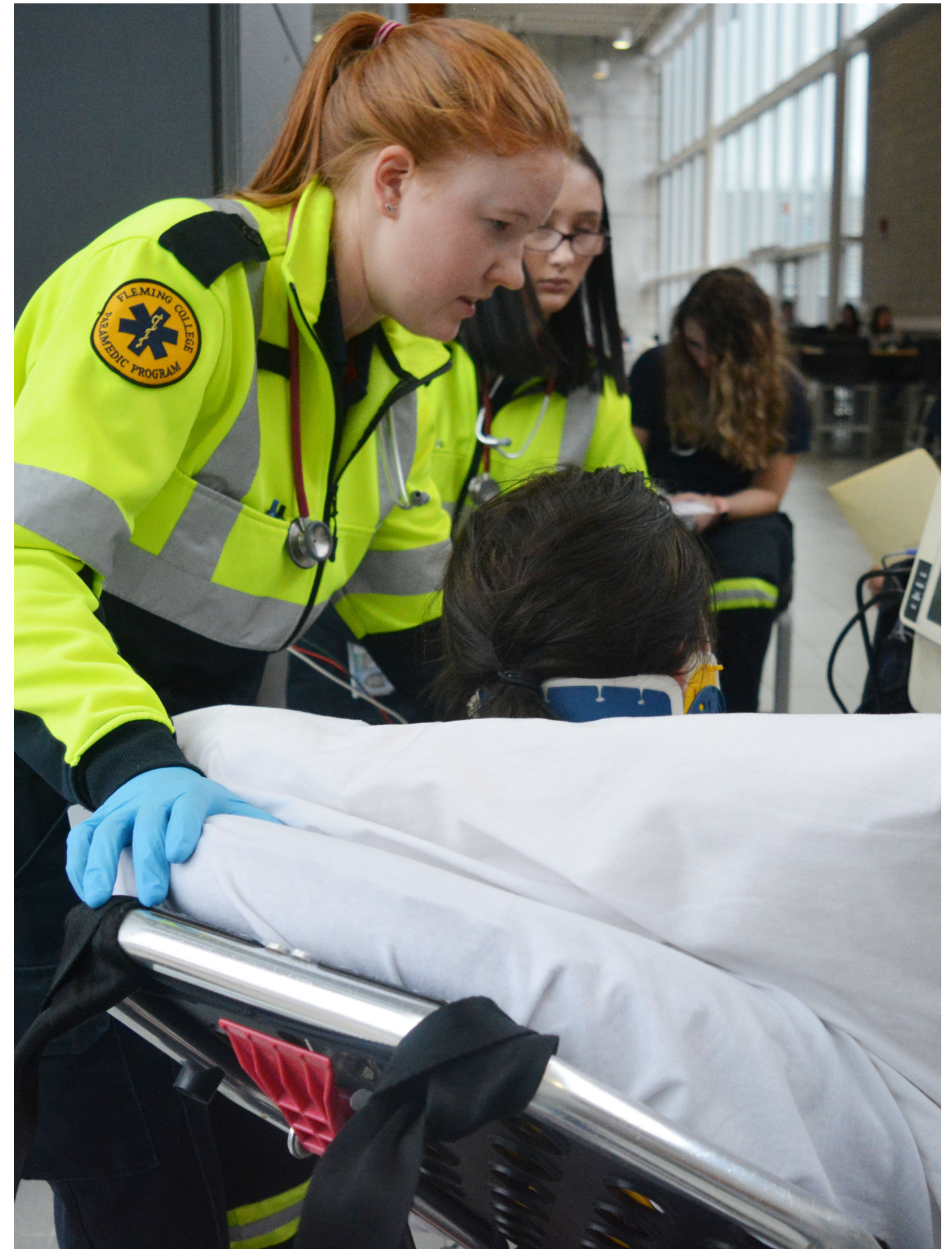
Support Staff Governor

Kiersten Singh

Student Governor

Maureen Adamson

College President





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