

FLEMING FIRST

A STRATEGIC
VISION FOR
COLLEGE
RENEWAL



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FLEMING



LETTER FROM LEADERSHIP

The post-secondary landscape in Ontario is changing rapidly. Rarely in the history of Fleming College has the need to change and lead been more urgent. The needs of our students are constantly changing. Government policy changes dictate the need to accelerate the renewal of our program portfolio and enrolment strategies. At the same time, the need for enhanced operational efficiencies and new revenue to ensure financial sustainability has never been greater. All of this is occurring in the context of increased competitive activity and inflationary pressures.

Central to our mission is the pursuit of innovation and excellence. Through rigorous programming, leading-edge research, strategic partnerships, and experiential learning opportunities, we will empower our students with the knowledge, skills, and critical thinking abilities needed to succeed in an ever-changing world.

We have started down the path of renewal with recent changes in response to the January 2024 federal announcement that imposed limits on international student enrolment and eliminated the ability for students in public-private college partnerships to receive a federal work permit, severely cutting the appeal of those programs to international students.

This plan is a compass, guiding our direction. While some challenges lie ahead, so do many opportunities for growth and innovation. More detailed plans from our teams in academics, research, and support services will follow this direction and outline more specific goals and methods to achieve them in the coming months. We recognize the diverse needs and aspirations of our students, faculty, staff, and community members, and we strive to provide the resources and support necessary to ensure they can achieve our collective aims and thrive in the continued success of Fleming College.

With your support, we are confident that we will achieve our shared vision of excellence, opportunity, and success for all. As we embark on this journey together, we want to express our gratitude to our employees and partners for your unwavering dedication to the success of Fleming College and the students we serve.

Don Gillespie
Chair, Fleming College
Board of Governors

Maureen Adamson
President,
Fleming College

OUR VALUES

COMMUNITY.
COURAGE.
INNOVATION.
INCLUSIVENESS.

VISION STATEMENT

A nimble and dynamic college leading Ontario in applied health, skilled trades education and applied research.

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.

STATEMENT OF STRATEGY

Provide a compelling student experience for all learners with a focus on our chosen fields of excellence. Achieve operational effectiveness, ensuring a sustainable future.



OVERVIEW

We have reflected on our last plan and engaged with our employees, students and community partners. Much has changed from an external perspective, however, within our internal context, our belief in students and the power of learning has not wavered. We proudly carry that forward at the core of all that we do.

This plan is a compass, guiding our path forward, and pointing us to areas of leadership, growth and development. We have identified some specific areas of leadership from an academic and research perspective. We have targeted key collaborative partnerships that will help propel Fleming forward. Differentiation will be a key to future success and while we have identified some sectors of focus, our commitment to students and academic excellence applies to all programs, at all campuses.

Our plan identifies nine Priority Areas of Impact that will be the focus of our renewal. In addition to what we will do, Living Our Values sets out how we will work with our employees and communities to ensure sustainable prosperity.

Detailed plans from functional areas of the College will follow the direction from this plan and outline more specific goals and methods to achieve them in the coming months.

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



PRIORITY AREAS OF IMPACT

01

DEVELOP A LEADERSHIP POSITION IN APPLIED HEALTH EDUCATION

1. Meet labour market needs for applied health professionals through an aggressive expansion of the program portfolio.
2. To support current and new programs, the College will invest heavily in leading-edge simulation technologies.
3. Programs will be developed or altered to allow for alternate delivery options, expanding access for all students including those currently in the workplace.
4. Expand and enhance partnerships with healthcare, community service and educational institutions.

02

ENHANCE AND GROW OUR SKILLED TRADES PROGRAM PORTFOLIO

1. Expand the portfolio by launching new programs in renewable energy technology, sustainable construction practices, advanced manufacturing techniques, cybersecurity for trades and digital trades training.
2. Ensure highest quality programming through:
 - workplace-relevant curriculum designed in collaboration with industry partners,
 - an enhanced technological focus integrating augmented reality, virtual reality, and simulation tools into our training,
 - work-based learning opportunities through apprenticeships, co-op placements, and internships allowing students to gain real-world experience and forge connections within their chosen industries.
3. Provide access to all learners. Programs will include flexible learning pathways, online courses, evening classes, and accelerated programs.
4. Emphasize sustainable practices and technological innovation contributing to environmental conservation and resilience.

03

SUPPORT QUALITY, SUSTAINABILITY AND STUDENT SUCCESS FOR ALL ACADEMIC PROGRAMS

- Continue the work of the college's Strategic Enrolment Management committees to achieve enrolment targets for all programs.
- Optimize program quality and efficacy, balancing student success, labour market needs and financial sustainability.
- Support the growth and integration of teaching and applied research with programs at the Frost Campus.
- Revitalize the Haliburton School of Art + Design through new full-time and part-time programming, new lines of business, possible community partnerships and the launch of the new student residence to support growth initiatives.



04

RESEARCH, INNOVATION, & PARTNERSHIPS

- Strengthen applied research excellence by deepening and integrating existing research expertise into new, strategically adjacent areas aligned with government and community priorities such as biotechnology, artificial intelligence, climate change and sustainability.
- Become a recognized, accessible and nimble partner-centred applied research hub, providing support to develop new knowledge and drive innovation.
- Seamlessly integrate applied research into teaching and learning at all Fleming campuses.



IMPROVE THE STUDENT EXPERIENCE

- Launch a new holistic Service Hub model to be implemented at our Sutherland and Frost campuses to provide fast, personal service to students.
- Enhance mental health support for students through one-on-one and group support sessions combined with communications efforts to build awareness and reduce stigma often associated with seeking support.
- Establish integrated care teams that will use predictive analytics to identify and support students of concern.
- Through these ventures and other initiatives, break down traditional barriers between service and academic departments to provide an integrated student-centric versus institution-centric model.



IMPLEMENT A MULTI-YEAR TECHNOLOGY AND DIGITIZATION TRANSITION PLAN

- Implement new Enterprise Service Management & IT Service Management portals for better service access and streamlined support for students and employees.
- Invest in collaboration technologies, classroom and meeting room equipment and related training to support Hy-Flex learning and other academic delivery models.
- Adopt a "cloud-first" strategy that prioritizes the use of cloud-based infrastructure and applications over on-premises solutions.

05

06

07

ENSURE FINANCIAL SUSTAINABILITY

Develop a detailed financial sustainability plan to be delivered in the Fall of 2024 which will identify new revenue opportunities and savings opportunities that can be realized through operational efficiencies and prudent expense management.

Develop a long-term land and capital asset management plan that identifies opportunities for new investments, developments, partnerships and renewal.

Develop and implement a plan to revitalize fundraising initiatives through the Fleming College Foundation.

08

ENHANCE OUR OUTREACH, CONVERSION AND RETENTION

Develop and implement new marketing and recruitment strategies for both domestic and international student markets as well as a distinct Indigenous student recruitment and retention plan.

Utilize new services student-centred approaches, technologies and predictive analytics to enhance conversion and retention efforts.

Implement an aggressive new communications strategy to share success stories within and beyond the Fleming community.

09

ENHANCING OUR EMPLOYEES' EXPERIENCE

Expand and advance equity, diversity, inclusion, and accessibility initiatives to support equity-focused psychologically safe cultures at the team and organizational level.

Develop and implement an employee learning strategy to strengthen job-related skills and abilities, focusing on leadership development and development for student-facing employees to better support the needs of Fleming students.

Re-envision and expand employee engagement and recognition programs to promote and advance a culture of connection, inclusion, and well-being.





LIVING OUR VALUES

COURAGE

We value the courage to lead, to be accountable and to commit to excellence in all we do. We are more than a traditional educational institution, not afraid to disrupt.

COMMUNITY

We embrace the opportunity to serve our communities toward mutual prosperity. Locally, we extend our reach as an employment services manager. As global citizens, we are committed to teaching and working toward the best of ESG principles and practices.

INNOVATION

We value learning and change. To lead, we need to be curious and be comfortable with constant change. We encourage our teams to take risks - calculated, informed risks, undertaken without fear of repercussions.

INCLUSIVENESS

Fleming is a welcoming place for all. Our people and their perspectives are diverse. While we have made progress in supporting diversity, there is still more to do. We have embraced Indigeneity as a key part of our being and with the support of many, we continue our journey on the path toward Truth and Reconciliation.



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