



**FLEMING**

# Business Plan

2022-2023





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## **INTRODUCTION**

We remain steadfast in our commitment to achieving the priorities mapped out in our 2019-2024 Strategic Plan and aligning our work with the Strategic Mandate Agreement (SMA3) set out by the Ministry of Colleges and Universities.

The 2022-2023 Business Plan is aggressive, and it holds us accountable to meet our objectives related to the final years of the Strategic Plan, Academic Plan and SMA3 Agreement. The plan remains focused on student learning, labour market success for students and employers, as well as priorities that will shape economic development for our communities.

With the guidance of our Business Plan, Fleming College will continue to empower our students with innovative education and real-world experiences that will brighten their future and create prosperity in our communities.

Our success will come from the talent and commitment of our employees and the mutual efforts of Fleming and our community partners. We acknowledge the hard work ahead as we meet our goals and continue to create meaningful opportunities for our students and communities.

## **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, and
- Accountability

## **Goals of the Business Plan**

The 2022-2023 Business Plan highlights objectives related to the Strategic Plan, Academic Plan and our Strategic Mandate Agreement.

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

- 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.

## 2020-2025 Strategic Mandate Agreement (SMA3)

METRIC	2020-21		2021-22		2022-23
	TARGET	ACTUAL	TARGET	ACTUAL	TARGET
Graduate Employment Rate in a related field	70.32%	74.03%	72.50%	67.80%	69.03%
Institutional Strength/Focus	21.96%	22.87%	19.84%	22.58%	19.57%
Graduation Rate	70.70%	71.09%	70.97%	73.78%	71.02%
Community/Local Impact of Student Enrolment	9.28%	10.46%	9.70%	8.52%	9.15%
Economic Impact (Institution-specific)	70.21%	67.89%	68.88%	48.60%	55.16%
Graduate Employment Earnings			\$33,468	\$37,803	\$35,402
Experiential Learning			76.25%	98.53%	77.56%
Revenue Attracted from Private Sector Sources			\$894,783	\$927,306	\$902,493
Institution-Specific (Apprenticeship-related)					53.90%
Skills and Competencies					

## 2022-2023 Business Plan Objective by Strategic Plan Goal

### 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 Fleming Jobs Council that integrates with the SSM Jobs Council to collect labour market data from the regions we serve. The Jobs Council will align with our Program Advisory Committees (PACs) and New Program Development System.
- 1.2 Implement the Strategic Enrolment Management long-term plan to enhancing student recruitment, conversion, retention, timetabling and the overall student experience.
- 1.3 Reinvigorate new Workforce Program Advisory Committees (WPACs) to be more interactive with students and faculty and to better understand how industries and employer expectations are evolving.
- 1.4 Create a Culture of Innovation, Entrepreneurship & Intrapreneurship that encourages students to be innovative employees and/or consider business start-up options upon graduation.

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 Create a Faculty Professional Development plan aligned with institutional strength programs identified in the Strategic Mandate Agreement.
- 1.6 Applying data analytics research to inform a student success strategy, including: 1) why students withdraw early or fail to find employment upon graduation; 2) developing a review of qualitative data to gain insights from the Early Leaver Survey, applying predictive analytics to improve retention.
- 1.7 Work with Executive Vice President, Academic and Student Experience: define and shape Continuing Education priorities to better serve the needs of Fleming grads and those seeking upskilling and lifelong learning. Develop plan for implementing first phase, delivery methods etc., understand which programs are responsive to the labour market.

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

- 1.8 Develop new ways to receive a quality education with strategies for micro-credentialing, flexible delivery and Contract Training leading to certificates, diplomas and graduate certificates. Include options for digital badging system.
- 1.9 Establish targets for incremental student retention and graduation with projected increases each year - integrate with SMA3 graduation rate metric targets. Further tracking graduates success through alumni on LinkedIn among other tools.

## 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 Amend and implement an Internationalization plan to drive post-COVID recovery (enrolment plans, source markets, student support and international partnerships); including potential overseas contract training and research opportunities.

**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.**

- 2.2 Improve tools and resources for faculty and staff looking to carry out applied research, ensuring the information is relevant and useful. Create a Fleming Researcher Guide; update and improve the Office of Applied Research & Innovation department website to include new resources; and begin to provide professional development opportunities for faculty and staff interested in research.
- 2.3 Finish launching the NSERC/CFI funded Centers for Innovation in Aquaculture Production (CIAP) and Industrial Innovation of Things (CAMIIT). This will include key positions being hired and facility building and renovation completed.
- 2.4 Expand Student Involvement in Applied Research.

**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.**

- 2.5 Establish and meet new targets for student enrolment as a result of pathways, new programs and certifications, and international growth.
- 2.6 Enhance transfers from Trent to Fleming with a goal of increasing the number of student transferring in both directions (college to university and university to college).

## 3. We will empower our 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.**

- 3.1 Plan and implement operational systems enhancements that improve the effectiveness and productivity of College staff and improve quality of student experience.
- 3.2 Optimize and Expand Fleming's Teaching Complement to enhance student learning.
- 3.3 Develop and publish work instructions, process maps, guides, job aids, and/or frequently asked questions documents for OEHR, leaders, and employees with relevant, easily accessible information and guidance.
- 3.4 Continue implementing the two-year Registrar's Office Improvement Plan based on the consultant reviews and recommendations.
- 3.5 Develop and implement a student service survey & complaints system that is ongoing for all service areas in the college. The results of the survey will be live and ongoing to inform leaders of issues as they emerge using aggregate data.

## 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 Plan and implement teaching systems enhancements that improve student experience and increase staff productivity and teaching flexibility.
- 4.2 Develop a new technology strategic plan for the college that provides a comprehensive view of the technology future for the college, defines the role of a Technology Development Centre; begin to implement initial components of the plan, including a multi-year capital budget.
- 4.3 Expand digital learning and complete a Digital Transformation Plan to ensure all students have the best possible access to tools and technologies and information.

**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.**

- 4.4 Cross-campus DCTS is under way, actions and timelines to be formalized in a DCTS Strategy.

## 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 External expertise in facilities use in place, and facilities use growth plan for new residence in Haliburton identified. Future growth into Peterborough is underway.

**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 By Year 5 (2024-2025), Graduate Certificates to have at a minimum incorporated an introductory level of Indigenous culture training, course or measurable competency for all students.
- 5.3 1,300 students to be enrolled in Indigenous Perspectives Designation qualifying courses. Twelve programs to have the designation, and an additional 12 will be added by Year 3 (2021-2022)
- 5.4 Increase self-identified Indigenous students from to more than 500 and 700 by year 2024-2025.
- 5.5 Increase the number of academic partnerships in Indigenous knowledge.
- 5.6 Establish relationships with community partners seeking to hire: 1) Indigenous students and 2) non-indigenous students with the Indigenous Perspectives Designation.
- 5.7 Deliver dual credit programs on First Nations.
- 5.8 Monitor and implement best practices from other institutions to ensure appropriate implementation of TRC recommendations, with consideration also of other Commissions' work such as RCAP or UNDRIP or other international best practice such as NAISA or WIPCE.

**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.**

- 5.9 Implement strategies to increase enrolment as the college-age demographic of domestic students continues to decline by attracting student from diverse groups, regions and international countries. The College will seek to welcome all students by creating programs and supports relevant to students in our region, elsewhere in Canada, Indigenous learners and students overseas.

## 5. We will be a welcoming place for all.

**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.**

- 5.10 Address accessibility services and academic supports for students through Accessibility Plan, collaboration with the academic division, and enhanced support services that will include consideration of sexual violence, EDI, Indigenous students and International students.
- 5.11 Achieve project plan milestones for year of the multi-year Equity, Diversity and Inclusion Action Plan.





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