



# Fleming Forward

## *The MetaProject*

August, 2015

A key element in Fleming College's 2015-2018 Strategic Plan is the MetaProject. This is a new term at Fleming, reflecting an increasing and important emphasis on the next three years.

### What is the MetaProject?

The MetaProject combines incremental and transformational change to address financial challenges and objectives while ensuring quality, student success and achievement of our strategic commitments.

### Why MetaProject?

"Meta" implies change from one state to another – as in metamorphosis. It also implies breadth. This broad project spans from program design and delivery to student services, from student life to facilities and resources.

Our ability to successfully deliver on our three-year Strategic Plan is dependent upon excellent infrastructure and services, multi-year financial management, quality academic programs and delivery, as well as maintaining our human and capital resources. All of this needs to be accomplished through a strong organizational foundation of integrated planning and Lean methodologies.

Origin of the prefix **meta**:  
- going beyond or higher, transcending  
- change, transformation, alteration

The MetaProject will address our current fiscal and enrolment challenges, assist us in meeting our strategic goals and help us meet commitments made to our government.

### Project Objectives:

Quality, Student Success and Employees	Financial
<ul style="list-style-type: none"><li>• Maintain and enhance quality and student success as reflected in data on student and graduate satisfaction and success.</li></ul>	<ul style="list-style-type: none"><li>• Build reserves by targeting a contribution into reserves of 1.5% or \$1.5 million of our annual revenues.</li></ul>
<ul style="list-style-type: none"><li>• Combine continuity and planned, proactive change in work, thereby minimizing financially-driven and disruptive changes such as major complement reduction.</li></ul>	<ul style="list-style-type: none"><li>• Implement changes in order to absorb projected annual inflation, currently estimated at 2% per year.</li></ul>

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### Why Now?

- As we launch a new Strategic Plan, we need an integrated approach to planning. We can't afford – in any sense of the word – a strategic plan rooted in aspirations and a separate financial plan responding to challenges. It is timely to launch the MetaProject as a key element integrated into our new Strategic Plan.
- No organization can just cut its way to financial health. The reality is, there is a limit to expenditure reduction as a strategy. We are reaching that limit. We need to generate revenues, grow where we can and use creativity to redesign programs and services.
- Over the next three years, we expect revenue increases (particularly grant revenues) will not keep pace with expenditure increases. Roughly speaking, the College will have to be able to "absorb inflation."
- Domestic enrolment is a concern – both demographically and in terms of our recent results.
- Fleming College needs stronger reserves so that we will have greater capacity to weather financial challenges and to invest in capital priorities, just as we invested in our IT systems almost 10 years ago.

### MetaProject Structure:

- The overall sponsors of this project are the President and three Vice-Presidents.
- The MetaProject Leader Team is the group that will consist of approximately 12 administrative representatives from across the college.
- We will be asking for 'Expressions of Interest' from the College community for volunteers to sit on a MetaProject Advisory Group. This team will consist of 10 individuals who will be selected from all campuses with strong faculty and staff representation. An 'Expression of Interest' posting will be sent out right after the All Staff meetings.
- We will launch a website to ensure transparent communication and provide a platform where people can submit ideas.

### Employee Involvement

While leaders across the College will have responsibility for shaping this project and implementing it within their respective areas of responsibility, we believe that the project will ultimately be successful only if it draws on the knowledge, ideas and innovative capacity of faculty and staff. Watch for more information on a regular basis on how you can become involved.

