

# Fleming College Annual Report 2009-2010

June 2010



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**APPROVED: by the Board of Governors, June 23, 2010 #6**

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## Introduction

Fleming College is pleased to present its Annual Report for 2009-2010. This is the fifth year of executing the goals identified in our current strategic plan. The report highlights the progress made on detailed objectives and the targeted results in the Multi-Year Action Plan. Also, because it is the last year of our strategic plan, it contains a retrospective of accomplishments and ongoing priorities across the life of this strategic plan. Progress for each of the specific objectives highlighted in our detailed business plan is identified using the criteria *Completed, Substantial Progress and Limited Progress*. Rationale for progress that falls in the latter two categories is also provided.

Within the context of financial challenges and a competitive environment, this document identifies our progress on objectives that begin to implement our core promise, develop the capabilities of our staff, pursue the proposal for the Kawartha Skilled Trades Institute and grow in a financially responsible manner.

We have successfully addressed our financial challenge this year by being fiscally responsible and disciplined in our focus; however, this approach has constrained our progress and limited our capacity to take advantage of opportunities. Going forward, efficiency, revenue maximization, growth, and redesign, will form the framework for addressing our funding issues.

Overall, this year represented both challenge and opportunity, and we are proud of the progress we have made.

# College Annual Report 2009–2010

## 1. Achieving Excellence in Student Learning

### Strategy 1.3

In our program design, curriculum, assessment, policies, learning strategies and faculty/staff interactions with students, set high expectations so that our students succeed and our graduates have high levels of confidence, capability and career preparation.

#### **OBJECTIVES**

Continue to explore and assess new program/course redesign opportunities in both new program development and current programs and courses to better meet the learning needs of our students. Successful implementation will include the identification of at least seven (7) Course Program Redesign (CPR) demonstration projects.

*Completed*

Conclude the examination of the Academic Year Redesign project and identify a new academic year model for implementation in 2010. The measurement of success will be the endorsement of the final model of by faculty and administration.

*Limited Progress* - An extensive review of the academic year resulted in three models being presented for consideration. College-wide consultation results in no consensus view regarding a preferred alternative so the decision to move forward on any model for September 2010 was deferred until such time as further opportunity was provided to consider associated impacts/challenges that could occur in any model presented.

Introduce and adopt Fleming's Core Promise within the Academic Division to align with overall strategic direction. Understanding the implications of personalized learning for the academic area will culminate in focused objectives in next year's business plan.

*Substantial Progress* – Efforts to merge the themes associated with the Core Promise into various processes has occurred; however, the introduction of the Core Promise within the academic division is in its initial stages.

Implement and track a revised Student Advising Model that includes earlier identification of students at risk, enhanced communication to students, and the piloting of the "Fleming Coach" program to provide intensive support to those students identified to be at risk.

*Limited Progress* – The framework and model were developed and ready for implementation. The planned pilot project was deferred in fall 2009 and winter 2010 at the request of the school identified for the pilot.

Implement programs and initiatives to meet the unique expectations and needs of adult learners with a specific focus on the needs of Second Career, First Generation, Aboriginal, and non-direct entrants. Focus will be placed on enhancing access, connections and transitions to and from college and supporting student success, both academically and personally.

*Completed*

Embed co-curricular community service learning opportunities in the student experience outside of the classroom through partnering with community organizations, faculty, staff and student leaders. Launch a community service learning pilot project, "Fleming Serves" during the fall semester.

*Completed*

## 2. Providing Superior Services and Facilities

### Strategy 2.1

Implement departmental plans to improve services, resulting in student satisfaction ratings in the top quartile of system KPI ratings.

#### **OBJECTIVES**

Design and implement specific projects within each service area intended to move service satisfaction ratings to the top quartile in KPI ratings.

*Substantial Progress – Service action plans were implemented and in two instances, departmental ratings increased. Others declined slightly or remained the same.*

Enhance the delivery of Registrar's Office services to incorporate the core promise into service delivery, and improve front counter service to students and redesign the Registrar's Office website to improve self-service opportunities, content, navigation and accessibility. Success will be measured by the effective implementation of the redesigned/enhanced services, feedback from the college community, a further decrease in line-ups and increased student satisfaction ratings.

*Exceeds Objective*

Extend the mapping of business processes from the recently completed Student Fees project to all other functional areas in the Registrar's Office including the integration and appropriate sequencing of all processes and the creation of an online resource for staff. Success will be measured by creation and utilization of the integrated mapping resource, increased integration of processes and staff and student feedback.

*Substantial Progress - The necessary framework has been created with full implementation scheduled for Fall 2010.*

Continue to enhance the fees collection process to improve and simplify processes and reduce student fee receivables. Success will be measured by a further reduction in outstanding student receivables, and a further decrease in student fees related issues.

*Substantial Progress - New processes were successfully implemented and student fees related issues further decreased. Student receivables increased slightly and have been linked mainly to the increase in Second Career enrolment and some difficulties collecting Continuing Education related fees.*

In partnership with Residence, Student Life, Campus Safety, the Student Association (Frost) and community partners, plan and implement a pilot program/campaign at the Frost Campus to focus on positive student behaviour, alcohol awareness, and respect for people and property.

*Completed*

### Strategy 2.2

Implement integrated human resource, financial and student systems to streamline work, improve service levels, and enhance the student experience and better support teaching and learning.

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## **OBJECTIVES**

Ensure the implementation of approved recommendations from the Curriculum Data Management (CDM) Project. The measurement of success will be the fulfillment of CDM project deliverables.

***Limited Progress** - Work in progress on CDM recommendations at the course/program level. The Academic Glossary of Terms and Early Notification Framework have been developed; support has been received for a commended approach to enhance the current course outline system; HR Data Phase 3 was successfully launched in November 2009.*

Enhance service responsiveness to Second Career students, in consultation with the Student Services area. Feedback from Second Career students will be the measure of success.

***Exceeds Objective***

The Information Technology Services (ITS) "One-Stop" Service initiative will be fully launched. This includes creating a one-stop service desk, launching a ticket system and a new ITS website. This website will serve as a template for other service areas. This links to our core promise and the measure of success will be data that shows that "One-Stop" achieves an 80% satisfaction rating from users.

***Completed** - Year one deployment data shows that 81% of users who completed the feedback survey rated their customer service experience as Excellent 81%.*

Academic Educational Technology initiatives including web/videoconferencing will be launched. A review of the current academic application distribution process for labs, learning commons, faculty desktops and technology enabled teaching spaces will be undertaken with the goal of reducing the planning and implementation cycle and increasing flexibility.

***Substantial Progress** - Web conferencing pilots using two different products were initiated and higher end telepresence video conferencing units were assessed and being implemented between Haliburton and Brealey. An evaluation of the application distribution progress has yet to be started.*

Prepare to launch a renewed food service experience at Fleming for fall 2010. Undertake an RFP process leading to the award of the contract to a food service provider by spring 2010.

***Deferred** - The project was deferred for one year and the food service provider contract was extended. The Food Strategy will be approved by June 2010, the RFP issued in early fall 2010 and a contract awarded in early winter 2011.*

To enhance the library information systems, database systems and web infrastructure expertise, a Digital Library Services Technologist will be hired this year. The success of this role will be measured through progress on content database integration, federated search implementation, integration of the catalogue where possible with the LMS – Blackboard and general integration of Library services with the broader Fleming ICT intranet and the Internet.

***Substantial Progress** - A Digital Library Services Technologist was hired, a federated search engine implemented and a review of the Libraries website has been completed with recommendations coming forward for implementation this year. A review of eBook readers as well as eText options with our Bookstore vendor have been completed with recommendations coming for implementation in 2010–2011.*

The current library collection development methodology will be articulated and reviewed. A breakdown of collection resource allocation by program, as well as collection utilization data, will be published in each annual report. Collection development goals will be articulated that strike a balance between limited resources and the need to support the wide range of programs available at Fleming, including the skilled trades and technical programs.

**Completed** - A comprehensive collection development policy has been developed. Dissemination and communication about the policy will occur in the coming year.

Research services for specific functions of the college will be articulated and formalized. Ad hoc research requests by faculty and staff will be tracked and quantified so that the overall research service can be defined as part of the Library mission.

**Limited Progress** - A preliminary review has begun and data collected. Further analysis is required prior to defining the research service.

With leadership from Health Services, champion a Smoking Cessation program for students and staff, in partnership with the Peterborough City County Public Health Unit, the College Wellness Committee, and student leaders.

**Completed**

### **Strategy 2.3**

Improve facilities and campuses to provide a healthy, supportive and attractive learning and working environment for both our students and employees.

#### **OBJECTIVES**

Utilizing funding from Strategic Capital Grants, complete the design, approvals, tender documentation and preliminary work for the Kawartha Skilled Trades Institute. Achieve "shovel-ready" status for immediate construction upon receipt of full funding.

**Completed**

Plan and execute projects funded through Strategic Capital Grants. Work already prioritized and estimated at \$4 million includes upgrades to primary site electrical servicing at the Brealey Campus, the creation of a new Pathology Lab at the Frost campus, roadwork and storm water management at both main campuses and other high priority maintenance projects. Allocation of the balance of the grant, approximately \$4.5 million will be finalized by September, 2009.

**Exceeds Objective**

Complete Information and Communications Technology (ICT) college-wide capital upgrades. These include substantial educational technology upgrades to labs, AV/Multi-Media installations and core network infrastructure that supports direct academic delivery at all campuses.

**Completed**

Implement the priorities of the 2009-2010 System Priorities including the new Human Resources reporting module, ORACLE database upgrades, faculty access to PhotoID and an assessment of the impacts and requirements to move to PeopleSoft Version 9.x.

**Substantial Progress** - HR Reporting, ORACLE database upgrades, PhotoID access were completed. Online Web Registration was not completed and the Upgrade to PeopleSoft Version 9.x planning is underway.

Complete the 2008 recommendations to improve efficiency, service and the environmental impact of document handling equipment including copiers, printers, duplicating and fax machines.

**Completed**

### 3. Leading in Environmental Programs and Practices

#### Strategy 3.1

Further develop our established reputation for program offerings in environmental and natural resource sciences.

#### **Objectives:**

Establish effective methods to incorporate the theme of sustainability in the curriculum. In addition to meeting enrolment targets for Sustainable Agriculture and Geothermal drilling, the measurement of success will include the approval/implementation of a new framework for sustainability.

*Deferred* - The research and draft framework to incorporate sustainability across the curriculum have been completed. Efforts will continue moving forward into 2010/11. Implementation of the Sustainable Agriculture program has been deferred to January 2011; Geothermal deferred to May 2011.

Implement new sustainability-related programs and develop/redevelop additional environmental-related programs by introducing/adopting elements of sustainability across the curriculum in the School of Business, Hospitality and Computing and ensuring that Sustainable Business Management; Eco-Tourism; Alternative Energy Technician program offerings are fully developed.

*Deferred* - The Sustainable Business Certificate and Business Foundations are currently in the development stage. The concept for a renewable/alternative technician program focused on water is also being revisited. The repositioning of the Eco-Tourism program has been deferred to 2011.

Continue aggressive marketing and media relations tactics to support the college's "green" positioning and further position the college as a leader in environmental learning and practices. Success will be measured by the tracking of applications and enrolment in environmental programs and response against targets set prior to each campaign.

*Completed*

Achieve a reduction in energy consumption to offset rate increases. The measure of success will be that utility costs will not increase over the previous year.

*Completed*

### 4. Growing with Positive Results

#### Strategy 4.1

Develop and implement growth plans for all campuses to realize an overall annual college growth target of 2 to 3 per cent. The growth plan will include marketing, recruitment and program plans to attract students from growing markets including the Greater Golden Horseshoe, international and university graduate markets.

#### **OBJECTIVES**

Successfully implement the 2009-2010 enrolment growth plan to achieve the targeted 4% increase in Fall 2009 intake and 2% overall annual growth for 2009-2010, and develop the Official Enrolment Plan for 2010/11, through the work of the Enrolment Management Steering Committee (EMSC).

Success will be measured by meeting established enrolment targets identified in the Official 2009/10 Enrolment Plan and approval of the 2010/11 Plan.

*Exceeds Objective*

Develop five (5) new post-secondary programs, consistent with our published comprehensive Program Mix Strategy (2009-2012) and implement approved new programs in the following areas: Blasting Techniques; Electrical Engineering Technician; Web Design Fundamentals; Powered Lift Technician; Sustainable Agriculture; Geothermal Drilling. The measure of success will be the development of new programs and the implementation of approved new programs with enrolment targets being achieved.

**Substantial Progress** – *The Blasting Techniques and Electrical Engineering Technician programs were launched with enrolment targets being exceeded. The Web Design Fundamentals program was successfully launched with enrolment targets being achieved.*

Develop at least five (5) new short-term vocational skills programs through the School of Continuing Education and Skilled Trades. The measurement of success will be the approval of new programs.

**Substantial Progress** – *Fleming College Certificate in Medical Support Staff was approved Geothermal Certificate (was approved) and Trail Certificate is moving forward into May 2010. A primary focus of development over the past year has been to consolidate a number of continuing educational certificates to provide the opportunity for these certificates to now be offered face-to-face as well as on-line.*

Implement advertising, promotion, liaison and public relations activities, undertaken to protect the baseline enrolment in our core programs and home catchment areas, and attempt further penetration of high-potential growth markets such as the Greater Toronto Area and the non-direct student segment including Second Career students, and college and university graduates and early leavers. Progress versus targets will be tracked by measuring application and conversion rates, and individual marketing campaign success will be measured through web-based and telephone response mechanisms against targets set prior to the campaigns.

**Completed**

Launch an awareness campaign in support of the college's new core promise. Measure of success will include direct response to campaign advertisements and student/employee feedback.

**Completed**

Enhance support and marketing to build on current success and achieve enrolment targets for our Second Career strategy.

**Completed**

Design and implement marketing programs to increase enrolment in the continuing Education portfolio including part-time courses and certificates offered in Peterborough, Lindsay, Cobourg and through the Haliburton School of the Arts summer program.

**Completed**

Implement a comprehensive Institutional Research Plan that focuses on researching and reporting to enhance strategic enrolment management, meeting Ministry reporting requirements and addressing the research and evaluation needs of both the academic and service areas. Success will be measured by effective implementation of the plan and feedback from the college community.

**Completed**

## 5. Building Community Success

### Strategy 5.1

Sustain and develop the Fleming role in contributing to community and economic development in Peterborough, the City of Kawartha Lakes and Haliburton.

#### **OBJECTIVE**

Secure funding, complete design and commence construction of the Kawartha Skilled Trades Institute.

*Limited Progress*

Further enhance collaborations with a variety of external stakeholders, including: the Greater Peterborough Area Economic Development Corporation (GPAEDC) through support of the Sustainable Peterborough initiative; and the City of Kawartha Lakes through the implementation of our *Sustainability Partnership* with the City of Kawartha Lakes; support for the completion of the Kawartha Trans Canada Trail link and support the development of a *Green Hub* strategy in the City of Kawartha Lakes.

*Exceeds Objective*

### Strategy 5.2

In consultation with potential partners and clients, develop and implement viable and sustainable longer-term plans for both our Frost (Lindsay) and Cobourg Campuses.

#### **OBJECTIVE**

Implement the Cobourg Campus development plan. The appointment of a Cobourg Campus Manager and the achievement of year one enrolment and activity plan will be the measures of success.

*Completed*

### Strategy 5.4

Sustain and build on our commitment to aboriginal communities and aboriginal students through our programs and services.

#### **OBJECTIVES**

Adopt the Aboriginal Education Strategic Plan collaboratively in both the Academic and Student Services areas.

*Substantial Progress – Funding for the Post-Secondary Education and Training Action Plan was secured. Initial implementation began in 2010 with expansion of academic initiatives in 2010/11 as planned.*

### Strategy 5.5

Engage in applied research activities that enhance student learning and community economic development.

#### **OBJECTIVE**

Continue the development of our institutional applied research infrastructure by continuing the development of the Centre for Alternative Wastewater Treatment (CAWT) and initiating applied research activity through the Institute for Healthy Aging (IHA). Measurements of success include

updating and implementing the CAWT strategic plan; and initiating applied research in the Institute for Healthy Aging.

*Limited Progress* - While meeting CAWT objectives, delays associated with the recruitment for the position of IHA Leader have impacted our ability to initiate applied research within the Institute for Healthy Aging.

Expand our participation in College Ontario applied research efforts and seek both NSERC eligibility and CONII membership.

## 6. Optimizing Organizational Culture and Development

### Strategy 6.1

Champion a process to encourage employee behaviours that support our values.

#### **OBJECTIVE**

Complete the initial integration and implementation of the core promise throughout the College.

*Completed*

Continue to adopt and apply our Guidelines for Professional Practice (GPP). The measure of success will be strong performance in 80% of completed faculty evaluations against GPP criteria.

*Completed*

### Strategy 6.2

Modify our organizational structure to reflect and support the evolving priorities of a new strategic plan.

#### **OBJECTIVE**

Implement human resource planning in Schools so that we can proactively ensure we have strong resources doing the right work. Planning will also address gaps in a strategic fashion. The successful completion of human resource plans that the institution believes contain meaningful recommendations will be the measure of success, along with feedback from the respective clients.

*Substantial Progress* - Quite a successful pilot but had to delay taking this work to all Schools due to contingency planning

### Strategy 6.4:

Enhance the capabilities of our staff in the areas of teaching/learning, leadership and service excellence to enrich the student experience.

#### **OBJECTIVES**

Strengthen Human & Organizational Development consultants partnership with leaders and employees to connect the people dimensions to the implementation of the core promise. Partnership includes taking the temperature of the organization and facilitating the completion of operational objectives through sound human resource recommendations. Feedback from clients will be used to measure success and to highlight improvement areas.

*Completed*

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Create a comprehensive faculty development program that embeds core competencies, supports the direction of our core promise to students and enhances the professional teaching and learning practices for faculty. Feedback from faculty and academic leadership will be the measure of success.

*Completed*

Design a comprehensive plan to assist leaders in demonstrating the capabilities needed to improve our working environment. Training will also be offered to support staff to facilitate the problem solving behaviours necessary to achieve our business plan. Improvements in communication and leadership will be the measure of success.

*Exceeds Expectations*

Enhance senior leadership capabilities to model teamwork, communication and leadership. Individual performance objectives as well as collective feedback on the senior leadership team will be the measures of success.

*Substantial Progress - Some improvements noted but more work to be done*

### **Strategy 6.5**

Evolve our culture to better support diversity, to exhibit wellness, to welcome feedback, to provide timely, sound decision-making and to act with accountability.

#### **OBJECTIVE**

Refresh the existing strategic plan through internal and external consultation and ensure it is framed by our core promise and excellent working environment. In addition, create a focused College Business Plan and Multi-year Action Plan that clearly identifies the priorities necessary to ensure college success. A refreshed strategic plan that staff and students can identify with along with Board and Ministry approval of our yearly plans will be the measures of success.

*Exceeds Objective*

Implement solutions to improve communications (both information sharing and two-way communication) and leadership (specifically feedback and recognition). These improvements will be addressed at both a department/school and college-wide level. Monitoring of progress will occur college-wide and at the Department and School level.

*Completed in year one with work completed and improvements, especially "grid" training noted. However, this is an ongoing objective*

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## Conclusion

The report card (attached) indicates that we focused our efforts on achieving key priorities and results related to the strategic plan, the business plans and the multi-year accountability action plans throughout the last five years. A competitive environment, funding constraints and resource limitations are risks that needed to be anticipated and addressed in order for us to be successful. Progress in the last five years of implementing our strategic plan has been consistent and strong and we look forward to taking the important implementation steps to ensure the success of the College in delivering academic excellence, a strong student life experience and an optimum working experience for staff during the life of the next strategic plan.

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## Summary Report Card for the Strategic Plan Ending 2009

### 1.0 Achieving Excellence in Student Learning

Student learning and student success have received dedicated attention in a wide variety of academic and service initiatives, quality assurance processes and routine interactions between faculty and service personnel and our students.

We have amplified our emphasis on applied learning through the introduction and/or expansion of workplace opportunities, international student exchange experiences and international field placement experiences. We have more fully articulated our high expectations for both faculty and students through the development and implementation of faculty competencies and faculty evaluation initiatives.

In response to the literacy and numeracy deficiencies of many incoming students we have initiated an enriched program of instruction for first semester students in both math and communications. We have improved pathways into Fleming and new bridging programs. We have aggressively expanded our involvement in dual credit programs with our regional school board partners and ensured quality learning for all students.

While we are pleased with the results of our varied efforts to maintain a priority focus on student learning and student success, we must acknowledge that over the period 2004-2009 we have not made the extent of progress to which we aspire relative to overall student learning outcomes. While student satisfaction is high, it has not continued to progress at the same level as the Ontario College System. With respect to student success, our graduation rate is strong. However, we do note that this has been at a rate less than that of the system's improvement on this measure.

Moving forward we will recommit to our core strategies of emphasizing applied learning, setting high expectations and ensuring close student/faculty interaction while heightening our efforts to support at-risk students and to improve student success through retention management and our Core Promise commitments.

### 2.0 Providing Superior Services and Facilities

Over the past several years we have focused on making improvement to critical student interactions. Examples range from welcome and orientation days to increased front counter support, a reduction in start up line ups, appointments for students seeking financial aid, focused student advising and timetable improvements just to name a few. Based on KPI data, a number of our services improved over the years and moved into the first or second quartile. An increased focus on the development and implementation of actions plans designed to ensure that two-thirds of our services achieve top quartile will be a goal during the life of our next strategic plan.

In response to the provincial government's Second Career program we instituted an extensive front-end support process designed to ensure that mature students were well positioned for a successful transition back to school. More broadly we have re-engineered number business and academic processes to better suit the needs of the non-direct student population thereby enhancing the likelihood of their persistence and attainment in the post secondary environment.

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We have updated our systems so that our management information is more connected and transparent and we can better serve the student.

In addition to service improvements, we have made a number of facilities improvements not the least of which is the completion of a Campus Master Plan for Brealey and the beginning of work on the front entrance. A systematic approach will continue to be made throughout the life of the next strategic plan.

Going forward our focus will be on creating a dynamic experience for students by embedding core promise into our services and student life and improving our Key Performance Indicators.

### **3.0 Leading in Environmental Programs and Practices**

With respect to advancing our established reputation in environmental and natural resource education sector, we have made excellent progress over the past 5 years. We successfully launched 6 new programs (GAS – Environmental Option, Outdoor Adventure Skills, Ecological Restoration Joint Degree, Urban Forestry, Sustainable Building Design & Construction, Surface Blasting) and developed 3 additional programs for launch in 2010/11 (Sustainable Agriculture, Geothermal Drilling, Sustainable Renovations). In our School of Business, Computing & Hospitality, we have introduced environmental literacy as a cross-curricular learning theme as an element of the Environment, Diversity, Globalization, and Experience (EDGE) initiative.

In addition to our post secondary educational program offerings we have capitalized on our established expertise in several areas. We leveraged our fish rearing capabilities into successful new partnerships with government and community organizations and have leveraged our ground water/well drilling capabilities to become a provincial centre of excellence for industry training and well technician certification training. We have established a nationally and internationally recognized research program in the water/wastewater sector. At our Frost Campus we have fostered more sustainable campus operations. We have also seen achievements in energy saving and waste reduction across the College.

Moving forward, we will build upon our accomplishments of the past 5 years with further new program developments, implementation of our sustainability commitments under the ACCC Sustainability Protocol, fulfillment of our community partnerships in respect to emerging community sustainability plans and other projects, the further infusion of sustainability literacy across the curriculum, and the continued development of our Centre for Alternative Wastewater Treatment capabilities and services.

### **4.0 Growing with Positive Results**

Growth expectations were exceeded over the past five years. This time frame was marked by the implementation of enhanced marketing, recruitment, admissions, enrolment reporting, and conversion strategies. A significant contributor to the success experienced was the effective collaborative efforts of the enrolment service and academic areas. This enabled a responsive, integrated approach to act on enrolment challenges and opportunities.

Enrolment progress was incremental initially with significant growth experienced in the two most recent years, culminating in the final year, with a 14% overall enrolment increase. From a student market perspective, it was subsequently decided not to pursue the international market, and gains

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have been made in attracting students from the GTA, university graduates, and most notably Second Career students. Retention rates have remained consistent. Looking ahead, increased emphasis will be placed on new program launches, further enhancing our strategies to attract and enroll post secondary students, and introducing new strategies to increase continuing education enrolment. In an increasingly competitive environment characterized by high MTCU expectations for growth in the college system, it is recognized that considerable focus, risk taking and aggressive action will be required to ensure success.

### **5.0 Building Community Success**

The College has maintained and enhanced our contributions to community development. We have profiled the work of alumni through Alumni Appreciation Week, an initiative that has demonstrated the impact of alumni on the workplace and in our communities. We have also made substantive contributions to economic development and charitable initiatives. For example, Fleming College has been a prominent participant in multilateral initiatives such as a joint Peterborough/City of Kawartha Lakes response to the province's Water Opportunities Act. College employees are also active and generous participants in campaigns carried out by the United Way, the YWCA and many other organizations. Students play similar roles in many community-based initiatives, also consistent with the "Fleming Serves" theme that is now incorporated into our new Strategic Plan.

In Haliburton, Fleming continues to play a prominent role. We have extended services to community members through an elearning centre which provides a hub and focal point, further addressing the issue that educational attainment remains lower in rural and remote areas of the province than in urban areas.

With respect to contribution to communities, two issues have remained in the past year. The first involves problems with students in rental properties in our communities. While the College has worked with police and municipal partners and has taken initiative on a "good neighbour" policy plus visits to areas of concern, it is clear that more needs to be done in this regard. The other issue is that with changes in provincial services involving discontinuation of Fleming's role in Job Connect in Northumberland County, our capacity to grow our community services and profile has suffered a setback.

### **6.0 Optimizing Organizational Culture and Development**

Over the past five years we have refined and focused our efforts to enhance staff capabilities and engage them in creating a dynamic workplace that supports the strategic direction of the college.

A number of initiatives were implemented and qualitative as well as quantitative measures, specifically an engagement survey, were used to determine progress. Strategic reorganizations were undertaken to create better synergies throughout the organization and to introduce the Dean model into the academic area. Competencies and standards of professional practice were developed and integrated into operational performance and our evaluation processes were revamped to more fully articulate high expectations of faculty, support staff and leaders.

College development plans that connect to our strategies have been designed and implemented and a PD calendar introduced to communicate an entire year of development at a glance. A description of our cultural destination has been completed and a focused effort placed behind completing behavioural training; with over 100 employees currently trained.

Strong labour relations continue to be a hallmark of our organization as we work to enhance them further. Communication strategies have been improved and work is ongoing to also improve collaboration, diversity, wellness and effective decision making. Moreover, our H.R. consultants have served as strategic partners to our leaders to enhance our ability to engage teams and achieve business results.

Ongoing priorities center on creating a common understanding of the culture we want to achieve, launching an action plan for next year that involves all employees in helping us move forward, completing an ambitious development program that supports our strategic themes, enhancing leadership, with special focus on ELT and connecting this work directly to the successful achievement of operational objectives.