



FLEMING

2024-25

ANNUAL 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.

MISSION, VISION, & VALUES

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

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

Our Values

We will achieve our vision and mission by adhering to our values, which are:

- Community
- Courage
- Innovation
- Inclusiveness

Our Priority Areas of Impact

1. Develop a Leadership Position in Applied Health Education.
2. Enhance and Grow our Skilled Trades Program Portfolio.
3. Support Quality, Sustainability, and Student Success for All Academic Programs.
4. Research, Innovation, and Partnerships.
5. Improve the Student Experience.
6. Implement a Multiyear Technology and Digitization Transition Plan.
7. Ensure Financial Sustainability.
8. Enhance Our Outreach, Conversion, and Retention.
9. Enhance Our Employees' Experience.



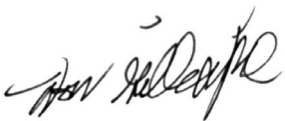
A MESSAGE FROM THE CHAIR

On behalf of Fleming College's Board of Governors, I am pleased to present the 2024-25 Annual Report. I would like to extend my sincere gratitude to President Maureen Adamson for another year of exceptional stewardship. The Board was extremely pleased when President Adamson's leadership in the College sector resulted in her being chosen to be Interim President and CEO of Colleges Ontario in 2025.

We appreciate the responsibilities that Theresa Knott and Al Lambert have taken on as Acting Co-Presidents during Maureen's absence. They, along with Fleming's Senior Management Team, faculty and staff have demonstrated remarkable dedication and commitment to student success while maintaining alignment with the College's mission and vision.

I, along with the rest of the Board, was excited to see the launch of Fleming's 2024-29 Strategic Plan, *Fleming First*, last fall. The plan serves as a compass, guiding our direction forward. In an ever-changing and challenging landscape for Ontario colleges, our Strategic Plan ensures we remain focused on our mission of pursuing innovation and excellence.

As the postsecondary landscape continues to evolve, we remain committed to making thoughtful, informed decisions that prioritize our students and position Fleming for long-term success.



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



A MESSAGE FROM THE PRESIDENT

I am pleased to submit the 2024-25 Annual Report, which outlines Fleming's progress toward our recently launched strategic plan. I'd like to thank Board Chair Don Gillespie, and the rest of the Board of Governors for their ongoing vision, leadership, and support which makes this progress possible. I'd also like to extend my sincere gratitude to Dr. Theresa Knott and Al Lambert who are fulfilling the role of Acting Co-Presidents with great success.

With the launch of the 2024-29 Strategic Plan, we have outlined the roadmap for Fleming's continued success and have identified different priority areas of impact to help us accomplish these goals. The plan leverages our talent and resilience while advancing our courage to find new ways and strategic partnerships to propel us forward. We are already moving ahead in many of these areas and will continue to do so, measuring our success and progress every step of the way.

Fleming has celebrated many great accomplishments over the past year, several of which are covered in the pages that follow, but it is worth mentioning specific highlights like the second Ignite Conference which took place in May, bringing together experts, policymakers, and community leaders for lively discussions and panels on various healthcare issues facing the region.

We also partnered with Miranda Water Technologies to develop the SmartCell Control Module, improving wastewater treatment through better data tracking, waste protection, and real-time monitoring.

We are always looking for ways to innovate and bring new ways of learning to our communities, like offering our highly respected Personal Support Worker program at our Frost Campus in Lindsay via a unique and innovative mobile laboratory.

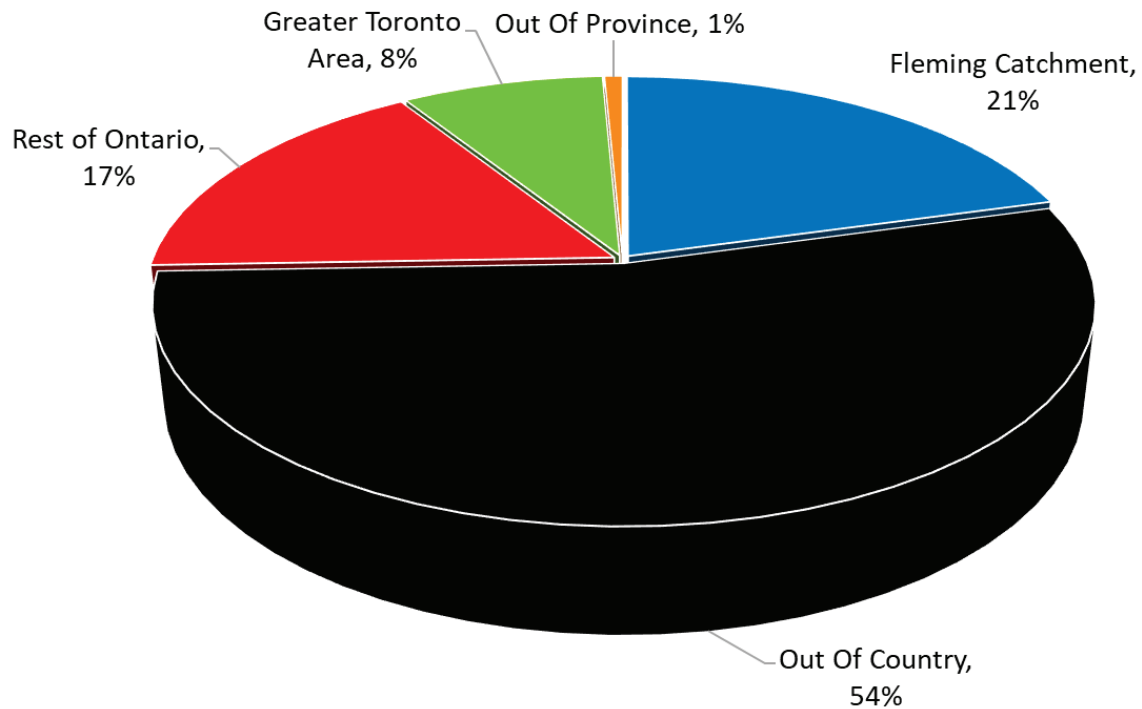
Fleming continues to be a leading academic institution, a strategic collaborative partner, and an integral part of the local communities. With the incredible team supporting Fleming, we are ready to embrace the future and achieve the goals anchored in our strategic plan.



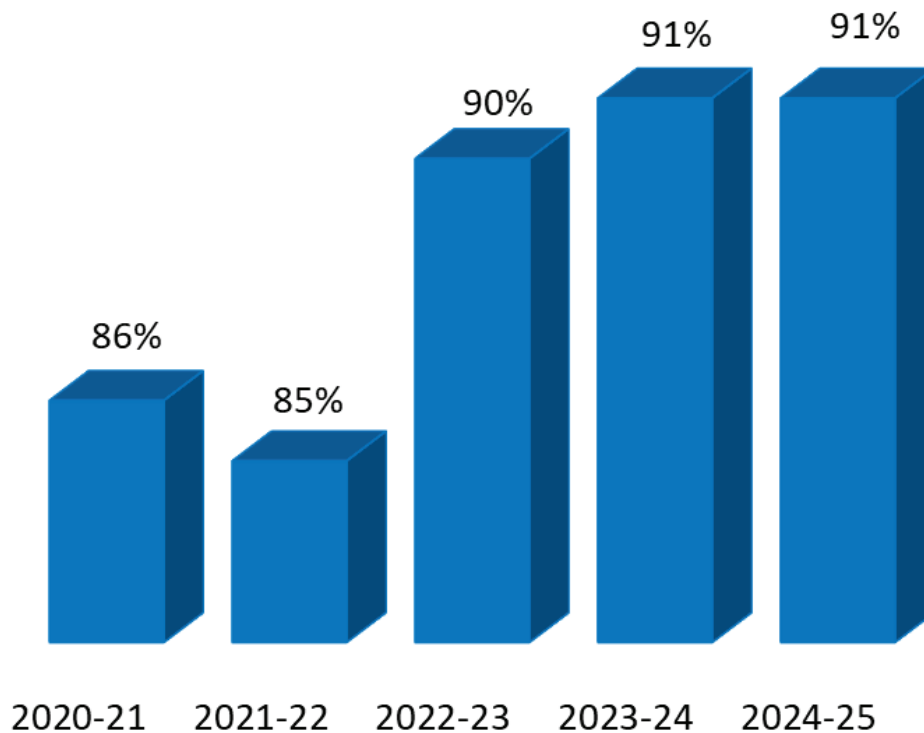
Maureen Adamson,
President

STUDENT INFORMATION

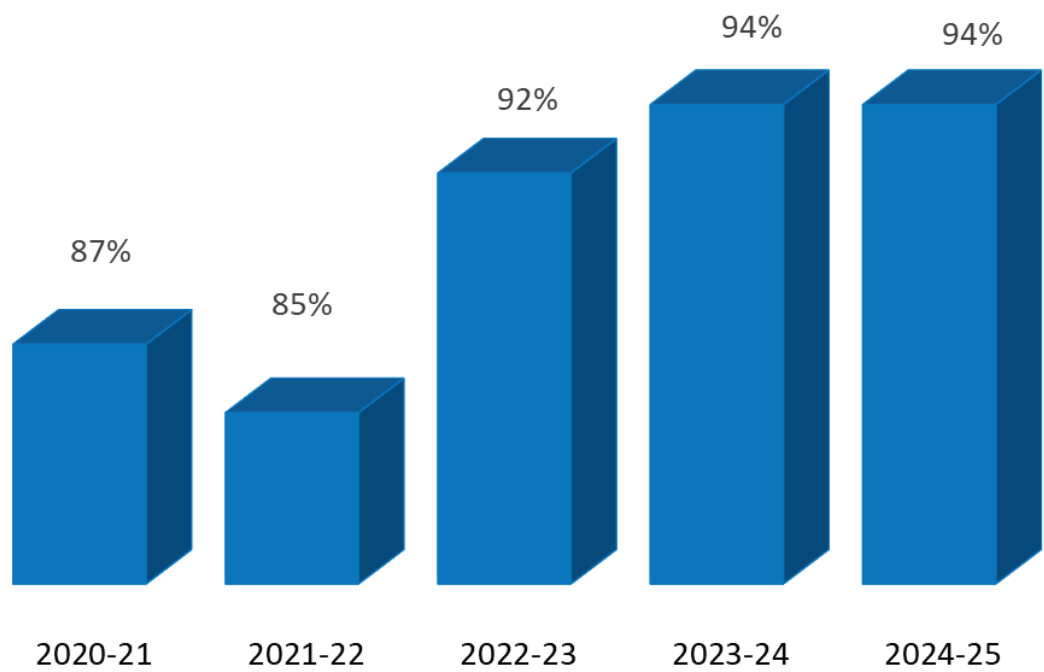
Where Do Students Come From (Fiscal Year 2024-25)



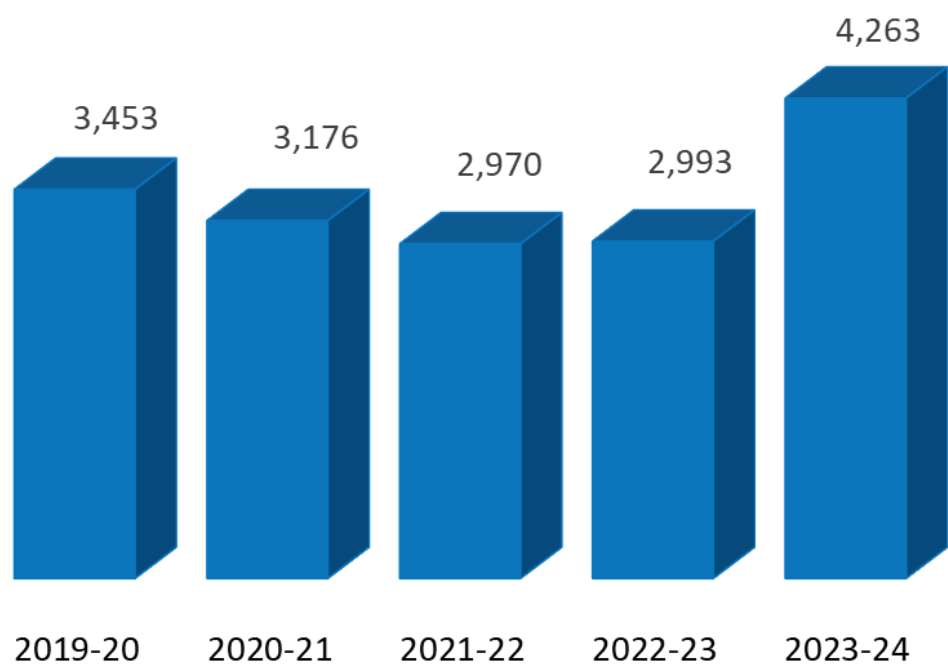
Course Completion Rates



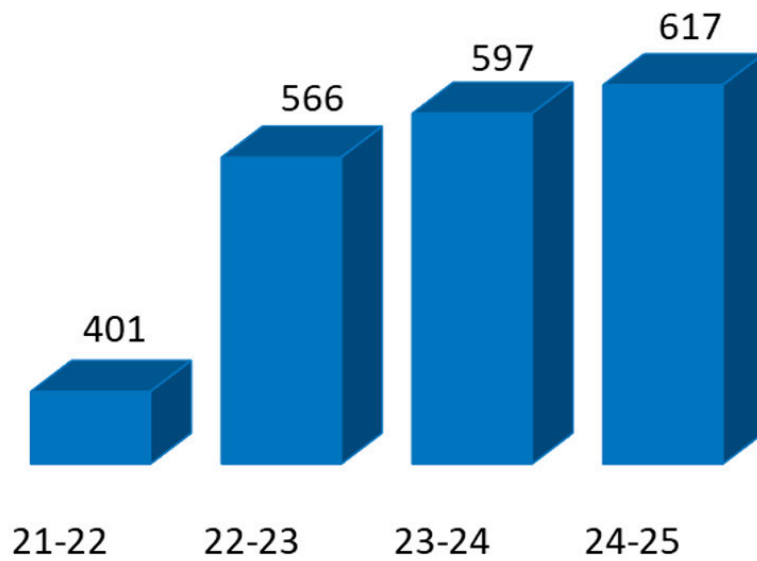
Term-to-Term Retention



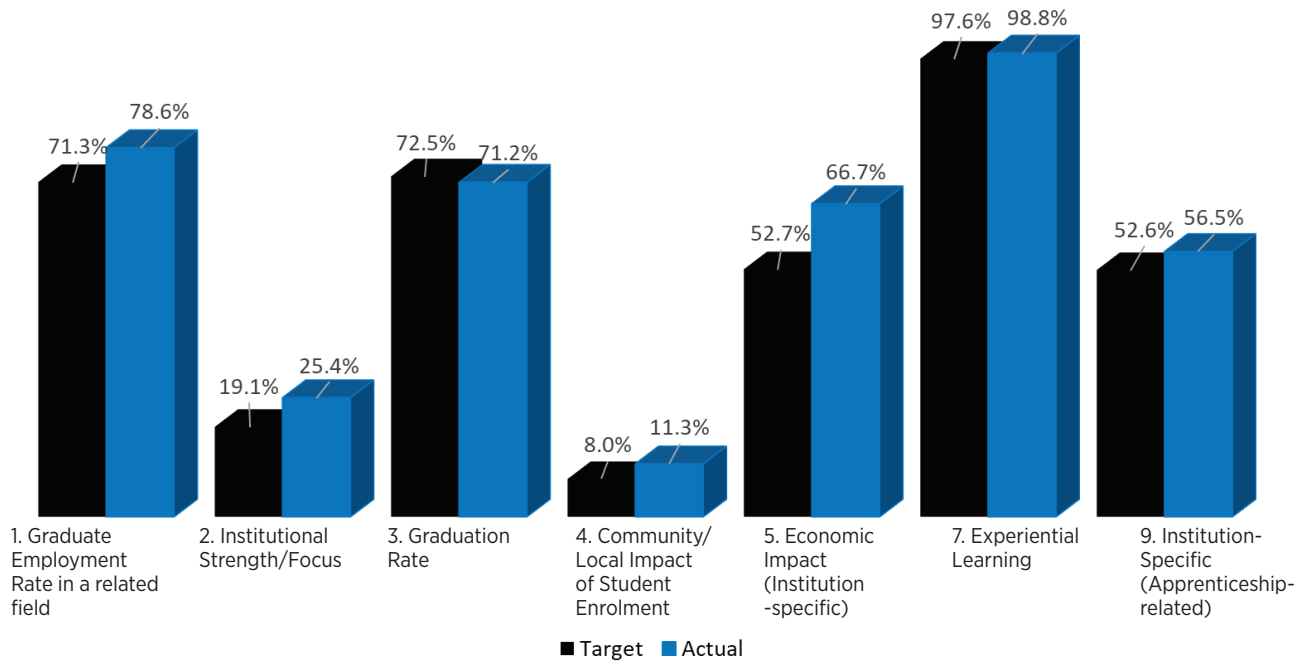
Program Graduates



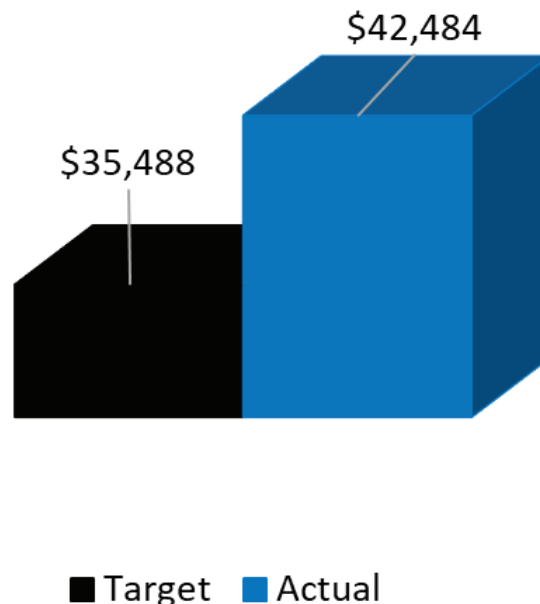
Number of Apprentice Seats



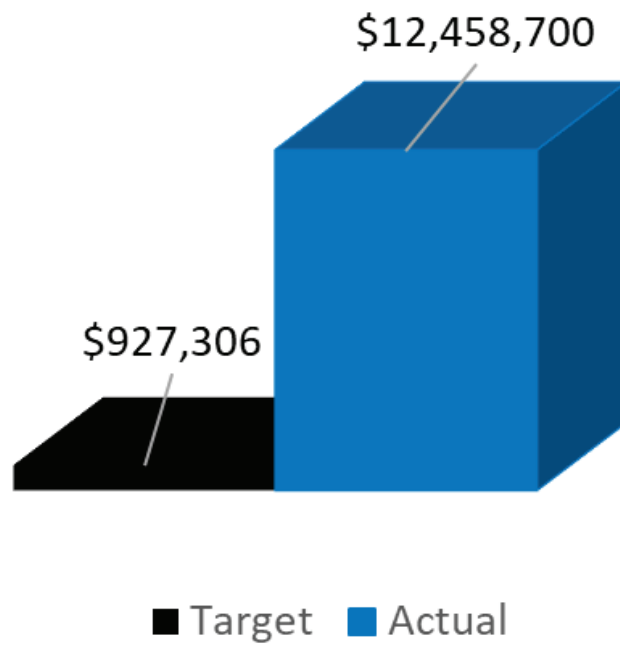
SMA3 YEAR 5 ANNUAL EVALUATION



Graduate Employment Earnings

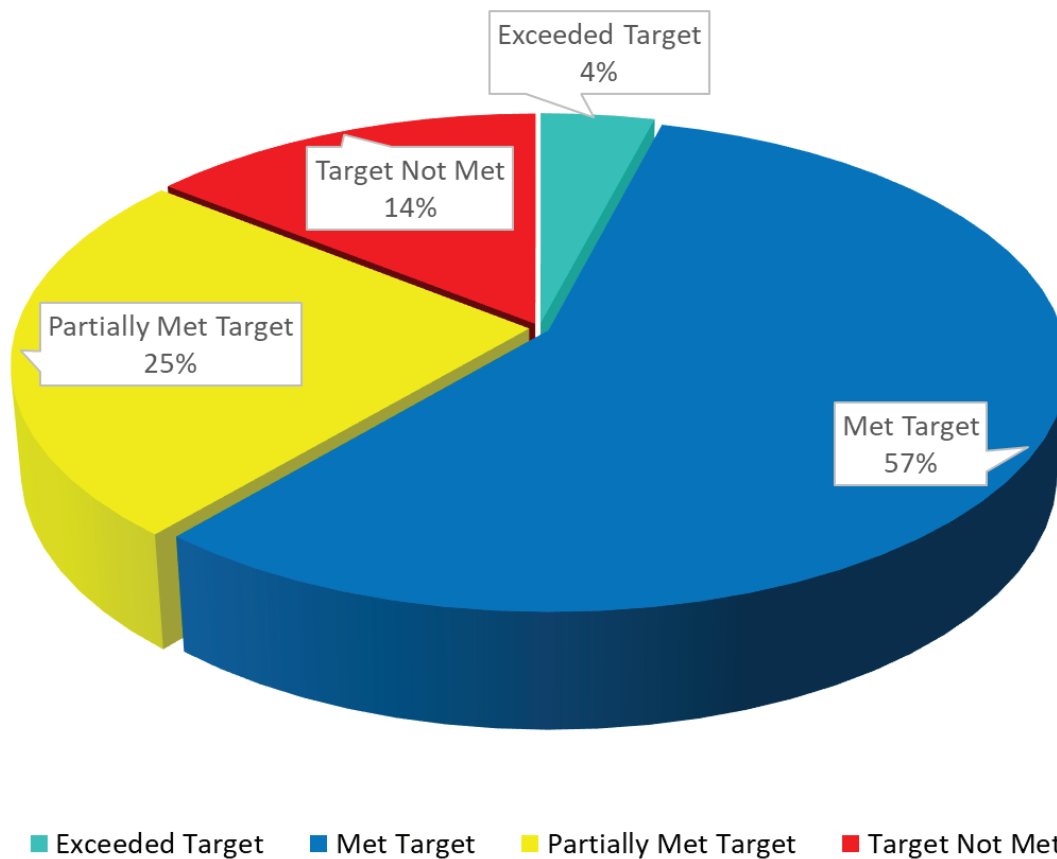


Revenue Attracted from Private Sector Sources



BUSINESS PLAN COMPLETION

Performance Evaluation of 24-25 Business Plan Evaluation



REPORT ON BUSINESS PLAN OBJECTIVES

24-25 Objectives

Achievement
of Objectives

1. Develop a Leadership Position in Applied Health Education.

1.1 Meet labour market needs for applied health professionals through an aggressive expansion of the program portfolio.

1.1.1 Leverage labour market intelligence to identify applied health programs that meet local and regional labour market demand. **Met Target**

1.2 To support current and new programs, the College will invest heavily in leading-edge simulation technologies.

1.2.1 Offer simulation training to a minimum of three programs in the School of Health and Community Services. **Met Target**

1.3 Programs will be developed or altered to allow for alternate delivery options, expanding access for all students, including those currently in the workplace.

1.3.1 Develop online programming to be delivered in the 24-25 academic year. **Met Target**

1.4 Expand and enhance partnerships with healthcare, community service, and educational institutions.

1.4.1 Partner with regional healthcare providers to increase clinical placement opportunities for students. **Met Target**

2. Enhance and Grow our Skilled Trades Program Portfolio.

2.2 Ensure the 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.

2.2.1 Work with industry to develop a micro-credential in heavy equipment techniques. **Target Not Met**

2.2.2 Develop curriculum to include augmented reality in skilled trades programming. **Target Not Met**

24-25 Objectives

Achievement
of Objectives

3. Support Quality, Sustainability, and Student Success for All Academic Programs.

- | | | |
|--------------|--|-----------------------------|
| 3.1 | Continue the work of the College's Strategic Enrolment Management committees to achieve enrolment targets for all programs. | |
| 3.1.1 | Develop a 24-29 Strategic Enrolment Management (SEM) Plan to achieve the goals and initiatives of Fleming's new 2024-2029 Strategic Plan. Also align the SEM Plan with the 24-29 Academic Plan. | Partially Met Target |
| 3.2 | Optimize program quality and efficacy, balancing student success, labour market needs, and financial sustainability. | |
| 3.2.1 | Implement recommendations from the College Quality Assurance Audit Process (CQAAP) based on the recent Ontario College Quality Assurance Service (OCQAS) audit where Fleming received a mature rating. | Met Target |
| 3.4 | Revitalize the Haliburton School of Art + Design through new full-time and part-time programming, new lines of business, and the launch of the new student residence to support growth initiatives. | |
| 3.4.1 | Develop and implement a digital credential strategy for HSAD to increase learner recognition. | Met Target |
| 3.4.2 | Operationalize the Haliburton School of Art + Design residence space. | Met Target |

4. Research, Innovation, and Partnerships.

- | | | |
|--------------|---|-----------------------------|
| 4.1 | 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. | |
| 4.1.1 | Update or develop strategic operating and growth plans for each research centre. | Partially Met Target |
| 4.1.2 | Assess the current state of data management and analytics capabilities within the college. | Partially Met Target |
| 4.1.3 | Conduct an assessment to identify overarching research themes or areas in Fleming's Research Centres that align with the strengths of each school and have the potential for interdisciplinary collaboration. | Exceeded Target |
| 4.1.4 | Create awareness of Fleming's commitment to applied research (e.g. internal marketing and communications, research showcases, and site tours) and encourage faculty from all schools to consider and conduct faculty-led research initiatives. | Exceeded Target |

24-25 Objectives		Achievement of Objectives
4.2	Become a recognized, accessible, and nimble partner-centred applied research hub, providing support to develop new knowledge and drive innovation.	
4.2.1	Provide training for researchers, faculty, students, and staff to enhance their understanding of how Indigenous ways of knowing can contribute to and enhance applied research questions and outputs.	Met Target
4.2.2	Build a brand and content strategy (e.g. mix of case studies, videos, and infographics) and government relations (GR) plan that articulates Fleming's research capabilities and success stories to the internal and external community (e.g. current and potential partners, government, and funders).	Met Target
4.3	Seamlessly integrate applied research into teaching and learning at all Fleming campuses.	
4.3.1	Offer training (e.g. workshops) tailored to the career stage and/or experience of faculty and staff to develop research skills for applied research and course-based research.	Partially Met Target
4.3.2	Create awareness among students about the benefits of participating in research projects by offering information sessions, workshops, and seminars and developing a centralized platform to showcase opportunities in applied research.	Met Target
5. Improve the Student Experience.		
5.1	Launch a new holistic Service Hub model to be implemented at our Sutherland and Frost campuses to provide fast, personalized service to students.	
5.1.1	Conclude a costing and feasibility study for the Student Service Hub model.	Met Target
5.2	Enhance mental health support for students through one-on-one and group support sessions combined with communication efforts to build awareness and reduce stigmas often associated with seeking support.	
5.2.1	Complete institutional mental health and well-being audit informed by the Mental Health Commission of Canada.	Partially Met Target
5.3	Establish integrated care teams that will use predictive analytics to identify and support students of concern.	
5.3.1	Under the guidance of the Dean of Students, formalize the work of the integrated care teams.	Met Target
5.4	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.	
5.4.1	Create an institution-wide retention committee.	Partially Met Target

24-25 Objectives

Achievement
of Objectives

6. Implement a Multiyear Technology and Digitization Transition Plan.

6.1	Implement new Enterprise Service Management & IT Service Management portals for better service access and streamlined support for students and employees.	
6.1.1	Modernizing our service delivery software enabling staff to efficiently provide an exceptional student experience.	Partially Met Target
6.2	Invest in collaboration technologies, classroom, and meeting room equipment, and related training to support HyFlex learning and other academic delivery models.	
6.2.1	Complete installations of HyFlex classroom & meeting rooms.	Partially Met Target
6.2.2	Virtual Desktop Infrastructure (VDI) – available to all students and staff.	Partially Met Target
6.3	Adopt a “cloud-first” strategy that prioritizes the use of cloud-based infrastructure and applications over on-premises solutions.	
6.3.1	Develop a business case for a cloud-based CRM.	Partially Met Target
6.3.2	Migrate to Azure active directory managed domain.	Target Not Met
6.3.3	Pilot Microsoft CoPilot with Fleming College staff.	Partially Met Target

7. Ensure Financial Sustainability.

7.1	Develop a detailed financial sustainability plan that identifies new revenue opportunities and cost savings achievable through operational efficiencies and prudent expense management.	
7.1.1	Increase the number of community events and conferences held at Fleming College campuses.	Met Target
7.1.2	Expand students’ One Card capabilities to include purchases from community vendors.	Target Not Met
7.1.3	Redefine contract negotiations with existing and prospective vendors.	Met Target
7.2	Develop a long-term land and capital asset management plan that identifies opportunities for new investments, divestments, and renewal.	
7.2.1	Establish a working group to identify key areas of focus for capital asset management and capital funding allocations/re-allocations.	Met Target

24-25 Objectives		Achievement of Objectives
7.3	Develop and implement a plan to revitalize fundraising initiatives through the Fleming College Foundation.	
7.3.1	Fleming College Foundation operating plan developed.	Met Target
8. Enhance Our Outreach, Conversion, and Retention.		
8.1	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.	
8.1.1	Invest in marketing and recruitment efforts to grow priority markets to diversify the international student body.	Met Target
8.1.2	Provide opportunities for local students with traditional barriers to accessing post-secondary education.	Met Target
8.1.3	Enhance and launch out-of-home advertising and digital campaigns for the domestic market.	Met Target
8.1.4	Implement a Search Engine Optimization (SEO) strategy to improve website ranking on Google and other search engines.	Met Target
8.1.5	Create an Indigenous Recruitment and Transition position.	Target Not Met
8.2	Introduce new student-centred services, approaches, technologies, and predictive analytics to enhance conversion and retention efforts.	
8.2.1	Develop a comprehensive conversion process for recruitment activities commencing in year one of the 24-29 Strategic Plan.	Partially Met Target
8.2.2	Working with Indigenous Student Services and the Office of the Registrar, establish a facilitated admissions process for advocacy and support of First Nations, Inuit, and Métis applicants.	Target Not Met
8.2.3	Develop a Student Success communications plan.	Met Target
8.3	Implement an aggressive new communications strategy to share success stories within and beyond the Fleming community.	
8.3.1	Implement Year 1 of the new communications strategy.	Met Target
8.3.2	Establish an Indigenous Awards selection/advisory committee.	Target Not Met
8.3.3	Pilot a new Prior Learning Assessment and Recognition (PLAR) program using an AI tool.	Met Target

24-25 Objectives

Achievement
of Objectives

9. Enhance Our Employees' Experience.

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

9.1.1 Re-establish the EDI Council.

Met Target

9.1.2 Propose a data collection and evaluation approach to support the development of a new EDI Strategy in alignment with the new Strategic Plan.

Met Target

9.2 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.

9.2.1 Establish the Mandatory Training Advisory Group.

Met Target

9.2.2 Launch the Mandatory Training Program.

Met Target

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

9.3.1 Update and improve the Remote Work Program.

Met Target



ANNUAL HIGHLIGHTS

CORMOR Partnership

In October 2024, Global Business Management announced a partnership with CORMOR through the applied projects program. CORMOR is an innovative 3D construction printing company, introducing one of the first large-scale concrete printers to the Canadian market. Students are supporting CORMOR by developing sales material targeted at several key stakeholders.

GBE Announces Partnership with the Peterborough Lakers

In Winter 2025, Fleming's Business (GBE) program announced a partnership with the Century 21 Peterborough Lakers. Through applied projects, final semester GBE students helped the Lakers develop a community outreach strategy to generate awareness while increasing ticket sales and corporate sponsorships. Fleming's Artificial Intelligence program will continue to work with both the Lakers and the Peterborough Petes organizations throughout the summer to integrate AI technology with current business operations.

Human Resources Employer Meet & Greet

In October 2024, final year Business – Human Resources students had the opportunity to engage with employers in a meet & greet event hosted at Fleming. Some of the employers in attendance included The City of Peterborough, Swish, Sysco, and Shorelines Casino. This event resulted in placement opportunities for 22 Human Resources students.

RCMP Cybersecurity Session

Last Fall, the Computer Security and Investigations program hosted the RCMP's Cybercrime division on campus to discuss federal careers in policing and security for IT graduates.

Digital Marketing's Collaboration with Douro-Dummer Township

The new Digital Marketing program is launching a partnership with the Township of Douro-Dummer through applied projects this spring. This partnership will provide students with hands-on experience working with municipal governments on strategies to increase digital advertising efforts locally.

Computer Engineering Technology Interactive Kiosk

The Computer Engineering Technology program is collaborating with the School of Trades & Technology to create an interactive kiosk. This kiosk will use AI technology to provide college visitors with an interactive way to locate different points of interest on campus. This interactive kiosk is a student-led project that will be on display at the 2025 Innovation & Technology Showcase.

Trades Day Camps

Fleming College hosted approximately 1,000 students from grades 7 to 11 at Fleming to introduce and encourage students to consider a career in the Trades (this included four different school boards in addition to external groups).

Building Bridges for Women in Trades and Technology

We are excited to announce 10 new recipients of the 2025 Building Bridges for Women in Trades & Technology Scholarship. This program aims to reduce financial barriers for women pursuing careers in the skilled trades while providing mentorship opportunities that will help students build connections among industry leaders and young professionals.

Welding for Persons with Physical Disabilities

In partnership with JA-NEO (Junior Achievement, Northern and Eastern Ontario) and the CPD (Council for Persons with Disabilities), we hosted Introduction to Welding Continuing Education courses for persons with disabilities in 2024.

Welding Industry Showcase

Several industry partners came to see our semester four welding students and the work that they have accomplished in our welding programs. Some students were hired on the spot!

Skills Ontario Annual Competition

In 2024, we had the highest-ever number of Fleming students competing in Skills Ontario (17), and we had three students earn provincial medals (one gold and two bronze).

HEO Significant Donation

The Heavy Equipment Operation (HEO) program received a significant donation of a flatbed trailer and hydro poles that will help facilitate student learning.

Apprenticeship

Fleming has a 98 per cent success rate in our apprenticeship programs (exceeding the provincial average of 96 per cent). We have steadily been approved to increase the number of seats every year in our apprenticeship programs (carpentry, electrical, and plumbing).

Health and Community Services

The Pharmacy Technician program was successful in its re-accreditation application. The program has maintained its full accreditation status by the Canadian Council for Accreditation of Pharmacy Programs (CCAPP).

Environmental and Natural Resource Sciences

Miyawaki Forest

- Funded in partnership with the Kawartha Lakes Trans Canada Trail
- Involved staff and students at SENRS
- Planted over 3,000 trees and shrubs in a dense area at Frost Campus
- Native species focus using a technique common in Japan for reforestation in urban areas
- Will contribute to longer-term academic and research benefit

Haliburton School of Art and Design

NSERC IGro grant with the Graphic Design program

- Led by FT faculty and coordinator Anita Matusevics, with a community partner in Haliburton Friends of the Rail Trail (FoRT). The project will answer the question about designing a cohesive, user-friendly and engaging wayfinding system for non-powered vehicle trails in Haliburton County.



ADVANCING APPLIED RESEARCH AND INNOVATION

Fleming College's Office of Applied Research and Innovation (OARI) continues to drive impactful research that supports environmental conservation, industry innovation, and hands-on student learning. This past year has seen remarkable growth in applied research through our research centres and faculty-led projects.

Protecting Ontario's Endangered Kirtland's Warbler

The Ontario Kirtland's Warbler Recovery Project is making significant strides in conservation efforts for this endangered songbird. In collaboration with non-profits, private organizations, and multiple funding agencies, this multiyear initiative focuses on habitat restoration, monitoring, and breeding success to support the species' recovery in Ontario. Led by School of Environmental & Natural Resource Sciences (SENRS) Professor Dr. Ben Walters, students play a key role in field studies, seed preparation, and habitat restoration, contributing critical data to inform conservation strategies. Nearly 500 acres in Central and Northeastern Ontario have been designated for restoration. This project exemplifies Fleming's commitment to applied research with real-world environmental impact.

Research Talks: Engaging and Inspiring the Next Generation

In Fall 2024, OARI launched Common Hour Research Talks, a new initiative designed to engage faculty, staff, and students in discussions about applied research. The inaugural series featured faculty-led presentations on topics such as bird-window collision deterrents, Kirtland's Warbler recovery, cricket frass-based soil amendments, and drone-based wildlife tracking. The overwhelmingly positive response has paved the way for an expanded series this winter at the Sutherland Campus, further fostering a culture of innovation and knowledge-sharing at Fleming.

A New Era for Aquaculture Research: The CIAP Research Hatchery

The Centre for Innovative Aquaculture Production (CIAP)'s new Research Hatchery opened in Fall 2024 at Frost Campus, marking a major advancement in Canadian aquaculture research. This cutting-edge facility, separate from Fleming's long-standing teaching hatchery, is dedicated exclusively to applied research. Equipped with advanced recirculating aquaculture system (RAS) labs, it allows researchers to simulate diverse environmental conditions to study fish health, nutrition, and sustainable aquaculture practices. With a research capacity of over 2,100 kg of fish, CIAP offers unparalleled opportunities for industry collaboration. Working alongside the Centre for Advancement of Water and Wastewater Technologies (CAWT) and the Centre for Applied Machine Intelligence & Integration Technologies (CAMIIT), CIAP is poised to drive innovation in sustainable aquaculture and aquatic technology.

Expanding Innovation in Water and Wastewater Technology

In 2024, the Centre for Advancement of Water and Wastewater Technologies (CAWT) successfully renewed its designation as a Technology Access Centre (TAC) through the Natural Sciences and Engineering Research Council of Canada (NSERC). This distinguished designation recognizes specialized centres that provide innovative support to industry, public organizations, healthcare, and non-profits. Initially awarded in 2014, CAWT has now secured two renewals, ensuring continued funding for an additional five years. This renewal reinforces CAWT's role as a leader in applied research, helping industry partners develop and implement cutting-edge solutions in water and wastewater treatment.

Advancing Electronics Research with State-of-the-Art PCB Prototyping

The Centre for Applied Machine Intelligence & Integration Technologies (CAMIIT) recently expanded its research capabilities with the installation of one of Canada's most advanced printed circuit board (PCB) prototyping lines. Funded by the Canada Foundation for Innovation (CFI), this cutting-edge system significantly accelerates the development of PCBs, reducing turnaround times from weeks to just days. Keeping all designs in-house not only enhances efficiency but also ensures intellectual property protection for industry partners. This enhanced capability strengthens CAMIIT's support for applied research in electronics hardware and firmware, helping industry partners optimize system performance in manufacturing, healthcare, energy, and aerospace.

Through initiatives like these, Fleming College continues to push the boundaries of applied research, fostering innovation, collaboration, and real-world impact across diverse fields. As the College looks ahead, these research endeavours will further solidify its role as a leader in practical, solution-driven research.



FACILITIES, SERVICES, AND SUPPORT HIGHLIGHTS

Student Service Hub Project

Phase 1 of the Service Hub project is complete, aligning Tier 1 services at a one-stop shop for current and prospective students to gain assistance, covering a variety of topics. Students can navigate self-service tools, book appointments, and receive general support at this location, which was formerly the Information Booth. The project included a refresh of the space, including a new “Service Hub” sign, paint, countertop, the addition of a staff-use workstation and two student-use workstations. Fully trained staff will be able to assist students and prospective students with their inquiries from one location, rather than having the student visit multiple locations at a given time.

Centre for Innovative Aquaculture Production - Capital Project

- Construction was completed on a new Aquaculture Research Facility at the Frost Campus.
- The new CIAP facility has three labs and a common area that can be used for research by the College or in conjunction with industry partners.
- The labs are set up to provide flexibility with different tank configurations and programmable lighting to represent different environments and times of the year.
- The HVAC systems can replicate freshwater environments from 4°C to 35°C to allow research for the farming of warm and cold-water species of fish.

Haliburton Residence Project

- Construction has been completed on two new Residence Buildings at the Haliburton Campus.
- Building 1 has 26 beds and Building 2 has 21 beds for a total of 47.
- Building 1 is fully accessible with accessible suites on each floor and an elevator to provide barrier-free access throughout the building.
- Buildings are configured with double occupancy suites and single occupancy accessible suites.
- Heating and cooling throughout the buildings are electric with no fossil fuels used to reduce greenhouse gas (GHG) emissions.

Fleming College Unveils Interactive Campus Maps to Enhance Navigation and Student Experience

Fleming College launched its new interactive campus maps, designed to enhance navigation and enrich the campus experience for students, staff, and visitors. This innovative tool provides detailed, user-friendly maps of our campuses, making it easier than ever to find your way around. Key features include:

- **Search & Locate** – Quickly find buildings, academic spaces, and service departments.
- **Get Directions** – Plan your walking or driving route with step-by-step navigation.
- **Detailed Info** – View photos, operating hours, and available services for key areas.
- **Custom Views** – Share specific map locations with friends or visitors.

Explore the Interactive Campus Maps:

- [Sutherland Campus](#)
- [Frost Campus](#)
- [Haliburton Campus](#)

Strengthening Community Partnerships Through Conference Services

Conference Services had an outstanding year, fostering strong relationships within our community and welcoming key partners to our campus. These collaborations not only contributed to enriching educational experiences but also generated valuable revenue for the college.

Ministry of the Environment, Conservation and Parks

We were proud to host Park Warden and Discovery Staff training for the Ministry of the Environment, Conservation and Parks, supporting staff across Ontario's Provincial Parks. By providing a professional and welcoming space for essential training programs, Fleming College continues to strengthen its ties with the ministry, demonstrating our commitment to environmental stewardship and public service education.

These training sessions brought ministry professionals to our campus, fostering knowledge exchange and collaboration while positioning Fleming as a trusted partner for ongoing learning and development. By maintaining a strong working relationship with the ministry, we open doors for future training initiatives, environmental research projects, and community engagement opportunities.

Aquaculture Week at Fleming Lindsay Campus

Fleming College proudly hosted the first-ever Aquaculture Week at our Lindsay campus, welcoming over 500 attendees throughout the week. This landmark event highlighted the growth and innovation within Ontario's aquaculture sector while fostering important discussions and partnerships.

The week began with the Indigenous Aquaculture Network Forum, initiating meaningful conversations about Indigenous aquaculture projects from various First Nations communities. Attendees also had the opportunity to tour the Aquaponics Facility in Curve Lake, gaining insight into sustainable aquaculture practices and Indigenous-led initiatives.

Fleming's 2025 Applied Research Expo followed, showcasing innovative research and collaboration. The expo provided a platform for industry experts, faculty, and students to engage in thought-provoking discussions on the future of aquaculture, building partnerships, and solving industry challenges through applied research.

To close the week, for the first time, Fleming hosted the 2025 Ontario Aquaculture Conference, the annual gathering for the Ontario Aquaculture Association. This three-day event brought together community partners, industry leaders, Fisheries and Oceans Canada training programs, and experts in aquaculture. Through panel discussions, networking opportunities, and knowledge-sharing sessions, attendees explored the thriving aquaculture industry in Ontario and beyond.

These successful events underscore Fleming College's role as a hub for collaboration, research, and industry engagement. We look forward to expanding these initiatives and continuing to strengthen our partnerships in the years ahead. In addition to these major initiatives, Conference Services proudly collaborated with several key partners throughout the year, furthering our commitment to community engagement and economic development:

- Ontario East Economic Development Commission
- Peterborough Kawartha Chamber of Commerce
- Big Brothers Big Sisters Kawartha Lakes - Haliburton
- College and Institutes Canada
- Lindsay Collegiate and Vocational Institute
- United Way City of Kawartha Lakes

Through these partnerships, Fleming College continues to be a leader in building strong community connections, supporting economic initiatives, and providing valuable resources for education and industry growth.

HR AND ORGANIZATIONAL DEVELOPMENT

HR and Organizational Development

Fleming Leadership Academy: The launch of the Fleming Leadership Academy marks a major milestone in leadership development. This six-month pilot program is designed to enhance leadership capabilities across departments, equipping participants with essential skills in emotional intelligence, team performance, and adaptability. The program has been well-received, with strong engagement and valuable insights for future iterations.

- **Leadership Lunch & Learn Series:** Due to its continued success, the Leadership Lunch & Learn Series will extend into 2025. This initiative provides ongoing professional development opportunities, offering practical tools and discussions on key leadership topics in a collaborative setting.
- **New People Leaders Town Hall:** Recognizing the need for more direct engagement and alignment among leadership, the People Leaders Town Hall has been introduced. This forum fosters open communication, provides strategic updates, and strengthens leadership cohesion across the organization.

International Student Services

The 2024-2025 school year was challenging for international students due to the many changes announced by Immigration, Refugees, and Citizenship Canada (IRCC), including the number of Study Permits issued per year. In addition to assisting students in navigating IRCC policy changes, the International Student Services team supported international students in the following ways:

- Expanded onboarding activities for new students including a month-long pre-arrival orientation series followed by in-person programming which included presentations by campus and community partners.
- Partnered with WeConnect for 24/7 multilingual mental health and wellness support.
- Enhanced personalized settlement support for students and their families to assist in the transition to life in our campus communities.
- Launched Home for the Holidays Program to match international students with a local family for a shared meal.
- Celebration of International Education Week with the largest ever Multicultural Showcase, which included two days of live-streamed performances from students, staff, and community members.
- Weekly engagement activities on campus and in our communities, as well as trips to Niagara Falls and the Toronto Christmas Market.

INFORMATION TECHNOLOGY SERVICES HIGHLIGHTS

This year was the beginning of a transformational technology journey for Fleming College and our Information Technology Department. The new strategic plan identified as a priority area of focus a mandate to implement a multiyear technology and digitization plan. This call was answered with the launch of the College's first-ever Technology & Digitization Transition Plan for 2024-2029.

One foundational first step was to establish formal IT Governance at the College. This serves to validate the alignment of the technology plan with the College's strategy and priorities. It also provides ongoing guidance, structure and decision framework for prioritizing college-wide technology objectives.

During the fiscal year 2024-25, the first of five years of the plan, the following goals and objectives were accomplished:

- Implement a new IT service management (ITSM) portal and ticket system using Team Dynamix (TDX). This includes an IT service catalogue (137 items), a knowledge base (174 articles), AV event and change calendars, approval workflows, dashboards, KPIs and an AI chatbot. TDX adoption by further enterprise service management (ESM) teams and departments is underway.
- Under the banner of technology modernization, we have:
 - o Upgraded a third of all student and staff end-point devices on an accelerated 3-year refresh cycle.
 - o Installed new server & storage hardware in the college's data centre have successfully migrated 50 per cent of all workloads to the new hardware.
 - o Implemented a 10x speed increase to the wide area network (WAN) between Sutherland and Frost campuses, 2 Gbps to 20 Gbps.
 - o Upgraded all Sutherland Residence switches.
- Improve software tooling, efficiency and cloud adoption by:
 - o Integrating Salesforce Marketing Cloud with PeopleSoft.
 - o Launch Flywire payments.
 - o Migrate StarRez to the cloud.
 - o Offer BYOD Adobe Creative Cloud licenses to students with this academic requirement by program enrollment.
 - o Upgrade and drastically expand our use of DocuSign for digital processes.
 - o Launch a new staff training LMS (Fleming Learn D2L).
 - o Launch Scribe, an artificial intelligence (AI) power documentation tool.
 - o License Simucase and Bodyswaps to provide virtualized and AI-enabled academic simulations in the healthcare field.
 - o Upgrade to PeopleTools version 8.60.

- o Complete the IBM functionality review and analysis, culminating in a detailed set of vendor recommendations for our PeopleSoft ERP system.
- o Formalizing a new software request process and approved software list as part of better IT governance.

Many more upgrades and projects are underway as we transition into year two of our five-year technology and digitization plan. The full and ongoing details of our progress are published on the [IT Major Initiatives & Projects page](#).

MARKETING HIGHLIGHTS

Throughout the year, Fleming College has made remarkable strides in enhancing our digital presence and engaging with both domestic and international students. A significant highlight was the revitalization of our website, specifically the front-page content above the fold, which now offers a more actionable and visually engaging experience for prospective students. This redesign ensures that our website serves as an effective tool for students to quickly connect with the information and resources they need, encouraging them to take the next step in their educational journey.

A key component of this initiative was the launch of our new promotional video, which effectively showcases Fleming's commitment to hands-on, career-focused education across all three campuses in Peterborough, Lindsay, and Haliburton. The video highlights our state-of-the-art facilities, immersive learning environments, and the vibrant communities where our students live and learn. Through dynamic visuals and real-world learning experiences, the video underscores the unique opportunities students have both inside and outside the classroom.

In addition to our promotional efforts, we launched the "Find Your Fit" contest in partnership with Oshawa Centre. This interactive campaign allowed prospective students to discover which Fleming academic school best matched their interests and career goals through an online quiz. The campaign not only engaged students digitally but also boosted our visibility in the region with a large mural prominently displayed at the Oshawa Centre. This collaboration seamlessly blended career exploration with a fun and engaging experience, further establishing Fleming's presence as a leader in education.

Our commitment to showcasing the student experience extends beyond digital media. We collaborated with social media influencers like Marvellous Osundu Osunbor and Emily De Sousa to create authentic content that resonated with students. Marvellous, a well-known influencer in the Fleming community and a current Fleming Project Management student and PSW graduate, created a video series that covered everything from Open House promotions to campus events, while Emily, an award-

winning fisheries scientist, highlighted our Aquaculture program, new hatchery and CIAP (Centre for Innovative Aquaculture Production), through a series of engaging posts that celebrated our innovative research and hands-on opportunities.



To support our international student recruitment efforts, we also redesigned the International Education Landing Page, making it more accessible and engaging. The new design provides prospective international students with an inclusive and user-friendly experience, offering easy access to program information, resources, PGWP-approved programs and key updates related to the application process.

Lastly, the “Say YES to Fleming” campaign, an ongoing video series featuring current students and graduates, continues to be a powerful tool in showcasing the diverse programs at the college. With over 31 programs highlighted this year, this series encourages prospective students to envision their future at Fleming and continues to play a vital role in the College’s marketing efforts. These peer-to-peer videos are a part of our College’s overarching campaign strategy.

These initiatives represent just a fraction of the successes achieved over the year, with each effort designed to further our mission of providing exceptional, career-ready education in a vibrant, student-centred environment.



Say Yes to Fleming playlist



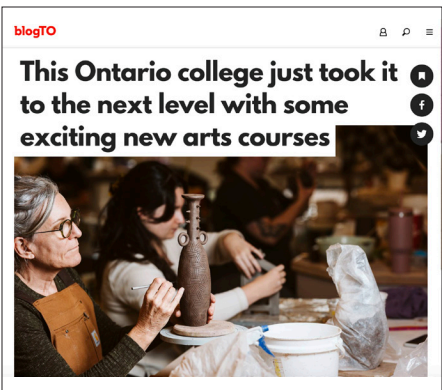
COMMUNICATIONS HIGHLIGHTS

In October, Fleming revealed its new strategic plan, *Fleming First*, outlining a clear vision for renewal and growth. Running through to 2029, the plan is designed to enhance the student experience while strengthening the college’s areas of excellence. It also highlights Fleming’s effort to achieve operational effectiveness, ensuring long-term sustainability. There are nine priority areas of impact, each with a tactical and measurable approach to achieving goals. The plan also aligns closely with Fleming’s vision to be a nimble, dynamic institution that leads Ontario in applied health, skilled trades education, and applied research.

Throughout the year, Fleming actively highlighted its programs and key initiatives in both digital and print publications. This included articles and advertisements in major publications such as The Toronto Star, BlogTO, Cottage Life, Colleges and Institutes Canada, and The Globe & Mail, where Fleming was featured in four articles. In addition, Fleming’s news releases consistently received coverage in local media outlets, including The Peterborough Examiner, Kawartha Now, PTBO Today, the Lindsay Advocate, The Highlander (Haliburton), GoNorthumberland.ca, and more.

Fleming also launched *Fleming Ignites*, a quarterly digital newsletter highlighting success stories, alumni spotlights, recent events, and more. Complementing the digital version, Fleming will introduce an annual *Fleming Ignites* print magazine, with the first issue set for release this summer.

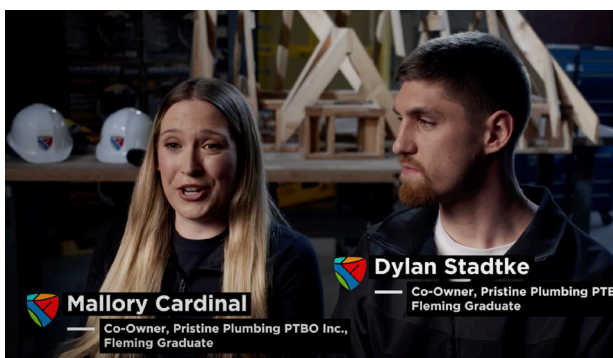
By leveraging a multi-channel communication strategy and close collaboration with the marketing and advancement teams, Fleming ensures key stakeholders remain informed and engaged with the college’s latest news and initiatives.



ADVANCEMENT HIGHLIGHTS

In 2024-25, we established a multiyear advancement plan to support Fleming College's strategic goals and lay the groundwork for major and transformational philanthropy. Key initiatives included:

- **Fleming Forward Fund Launch:** Introduced a campaign, website, and video series to foster a culture of giving and generate undesignated revenue for program innovation, student experience, and financial aid.
- **Health & Community Services Case for Support:** Developed to attract community and major gift support for expanding applied health programs and advancing simulation learning.
- **Community Engagement Event:** Celebrated Fleming's new strategic plan and the 10th anniversary of the Kawartha Trades & Technology Centre, strengthening community ties.
- **Advancement Team Growth:** Expanded the team with expertise in major gifts, donor stewardship, and operations to build a high-performing fundraising organization.
- **Alumni Engagement and External Relations:** Developed a strategy to extend the Fleming Ignites brand, launching a new magazine under the same name. Implemented strategies to enhance Alumni Engagement including storytelling, social media, communications, and preparing for the launch of Alumni Perks. Grew revenue from the TD Partnership by 35% and renewed partnership for five-year period which is set to generate \$1.3 million.



Fleming
Forward
playlist



RECRUITMENT HIGHLIGHTS

The domestic recruitment team was very busy in 2024-25, engaging with over 22,000 prospective students through fairs, presentations, open houses, and in-person visits to high schools, post-secondary institutions, and community organizations. We travelled almost 27,000 kilometres from Quebec to Sault Ste. Marie to Windsor, which led to surpassing our Fall 2024 Semester 1 student enrolment target. Combining and hosting Fleming's College Information Program (CIP) with the Sutherland Fall Open House resulted in the highest-attended Fall Open House since 2019. Additional highlights included:

- Providing guidance to 286 prospective students experiencing financial barriers while applying to Fleming with personalized, one-on-one program advising sessions, resulting in a higher-than-average conversion rate.
- Supporting the Skills Ontario Career Expo, placing third for best large booth at the competition.
- Attending the Ontario College Fair (OCF) where Fleming staff and faculty engaged with over 1,100 prospective students.

International recruitment was equally busy. Onshore recruitment, including one-on-one advising drop-in sessions and engaging with agent networks, expanded our reach to maintain a steady growth in international student enrolment, effectively adapting to the evolving IRCC policies. In addition to onshore recruitment, our overseas recruitment initiatives included:

- Strengthening our global outreach by hosting the first-ever Familiarization Tour, where 30 recruitment partners from 16 different countries visited Fleming College campuses and local communities.
- Our first presidential visit to the Philippines and Vietnam included meetings with Trade Commissioners to position Fleming College as a leader in Canadian education and expand our footprint in East Asia.
- Hosting an official event at the Canadian Embassy in Colombia, with the participation of 29 partners, dedicated to promoting higher education in Canada.
- Expanding our outreach in The Americas, with a new recruitment office in Bogotá, Colombia.
- Establishing new strategic partnerships to enhance our presence in Nigeria and Ghana.

2024-2025 BOARD OF GOVERNORS OF SIR SANDFORD FLEMING COLLEGE

September 1, 2024, to August 31, 2025

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