FLEMING

2025-26

BUSINESS PLAN

CONTENTS

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.

2025-26: BUILDING MOMENTUM FOR A STRONGER FUTURE

Fleming College enters the second year of our Strategic Plan (2024–2029) with renewed focus and determination.

As we continue our bold transformation, we have developed a clear vision for college renewal, strengthening the foundation for long-term success, and creating meaningful pathways for our students.

At the same time, we are navigating ongoing sector-wide challenges. The federal cap on international student enrolment continues to impact our operations, underscoring the importance of expanding domestic enrolment and improving student retention. These pressures have sharpened our focus on financial sustainability and strengthened our resolve to create an outstanding and accessible student experience.

This year's Business Plan reinforces the core pillars of our Strategic Plan—applied health education, skilled trades, and applied research—and builds on our momentum with the launch of several new initiatives designed to attract and support domestic learners.

These include the introduction of exciting academic offerings such as the Real Estate Salesperson Program and Diagnostic Cardiac Sonography, the anticipated opening of the Haliburton School of Art + Design student residence, and expanded outreach efforts across our communities.

Through thoughtful planning and continued investment in academic quality and student supports, the 2025–2026 Business Plan sets the stage for long-term growth, resilience, and innovation.

We look forward to what's ahead—and to shaping a brighter future for our students, communities, and partners.

MISSION

To empower our students with the innovative education, research, and real-world experiences they need to build better lives, better communities, and a better world.

VISION

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

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. Expand applied research, innovation, and partnerships.

5. Improve the student experience.

6. Implement a multi-year technology and digitization transition plan.

7. Ensure financial sustainability.

8. Enhance our outreach, conversion and retention.

9. Enhance our employees' experience.

2025-26 Business Plan Objectives by Strategic Plan Goal

25-26 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 Launch a minimum of three new programs in the health-related disciplines.

1.2 Invest heavily in leading-edge simulation technologies to support current and new programs.

1.2.1 Invest in high-fidelity simulators for diagnostic cardiac sonography programming.

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 Launch HyFlex delivery modes for Practical Nursing programming.

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

1.4.1 Secure a new partnership opportunity with a prominent healthcare facility to increase Fleming's presence in the community.

2. Enhance and grow our Skilled Trades program portfolio.

2.1 Expand the portfolio by launching new programs in renewable energy technology, sustainable construction practices, advanced manufacturing techniques, and cybersecurity for trades and digital trades training.

2.1.1 Leverage labour market intelligence to identify skilled trades programs that meet local and regional labour market demand.

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 Complete and implement the Strategic Enrolment Management Plan.

3.3 Support the growth and integration of teaching and applied research with programs at the Frost Campus.

3.3.1 Increase the number of Biotechnology placement opportunities at the Centre for Advancement of Water and Wastewater Technologies (CAWT).

25-26 Objectives

4. Expand applied 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 Develop a five-year business plan for Fleming's three research centres with a focus on collaboration with other academic areas.

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 Expand and grow Fleming's Research Talks series.

4.3 Seamlessly integrate applied research into teaching and learning at all Fleming campuses.

4.3.1 Increase the number of students involved in applied research through paid research opportunities and classroom participation in research.

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 Complete Phase 1 of the Service Hub.

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 Launch Fleming's Well-being Strategy and Fleming College Well-being Committee.

5.2.2 Deploy the Canadian Campus Well-being Survey.

5.3 Establish integrated care teams that will use predictive analytics to identify and support students of concern.

5.3.1 Integrated care teams established and launched.

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 Explore new and expand on existing partnership projects with academic departments in conjunction with Student Experience teams.

25-26 Objectives

6. Implement a multi-year Technology and Digitization Transition Plan.

6.1 Implement new Enterprise Service Management and IT Service Management portals for better service access and streamlined support for students and employees.

6.1.1   Migrate two or more departments to the Team Dynamix (TDX) system for Enterprise Service Management.

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   Fully deploy HyFlex collaboration equipment to six or more rooms.

6.3 Adopt a "cloud-first" strategy that prioritizes the use of cloud-based infrastructure and applications over on-premises solutions.

6.3.1   Migrate two or more notable enterprise applications from on-premises to the cloud, targeting the phone and survey systems.

6.4 Modernize our service delivery tools and approach to enable staff to efficiently provide an exceptional student experience.

6.4.1   Offer 24/7 access to basic Service Desk support functions and equip the Service Desk staff with a remote management and remote assist tool.

7. Ensure financial sustainability.

7.1 Develop a detailed financial sustainability plan that will identify new revenue opportunities and savings opportunities which can be realized through operational efficiencies and prudent expense management.

7.1.1   Enhance financial reporting, planning, and governance frameworks to enable financial sustainability measures through policy reviews, Capital Committee governance, and ongoing stakeholder engagement to increase financial accountability across the organization.

7.1.2   Improve operational effectiveness through refinement and optimization of existing systems to enable data-driven coordination and collaboration.

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

7.2.1   Develop a multi-year capital investment and maintenance plan that will be informed by a Facilities Condition Assessment at all campuses.

7.2.2   Investigate innovative procurement solutions for replacing HVAC units, select a vendor to implement a solution, and build a plan.

| 7.2.3 | Establish a Space Committee, including a framework under which it will operate across all campuses, that will be informed by the completion of a space utilization analysis. |

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 | Create a detailed inventory of communications content that is sent out to students throughout the applicant conversion journey. |
| 8.1.2 | Advance and optimize prospective student markets through an omnichannel brand campaign. |

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

| 8.2.1 | Launch improved telephony structures and ticketing systems to improve student response times and service outcomes. |
| 8.2.2 | Improve the user journey through better SEO, AODA compliance, UI, and optimized content. |

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

| 8.3.1 | Optimize the communication strategy through cross-departmental collaboration, focusing on engaging key audiences and aligning communications with organizational goals. |

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 | Create a new multi-year accessibility plan for 2025-2030. |

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 | Develop a leadership competency model to support the integration of leadership values, practices, and behaviours into performance and evaluation. |

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 | Support employees' ongoing wellness and return to work when they have been off on medical leave. Develop training materials for employees and managers to ensure that employees are aware of their rights, entitlements, and responsibilities with regard to return to work and accommodation and strengthen manager's awareness regarding providing support. |
| 9.3.2 | Promote awareness of the CAAT Pension Plan and its offerings through the sharing of materials and promotions to support employees in their financial goals and education. |

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