

Strategic Plan

*Inspired by Sir Sandford Fleming
To Learn, Innovate and Achieve*

From Plans to Practice

Our Strategic Plan is founded on our vision, our underlying mission and four abiding values. The plan articulates the character of Fleming – what is different about our College. The Core Promise to Students states what students experience at the College and why people should choose Fleming, as students and as employees. Finally, our plan leads to a destination – one that we will arrive at through concerted work on six priorities.

Vision

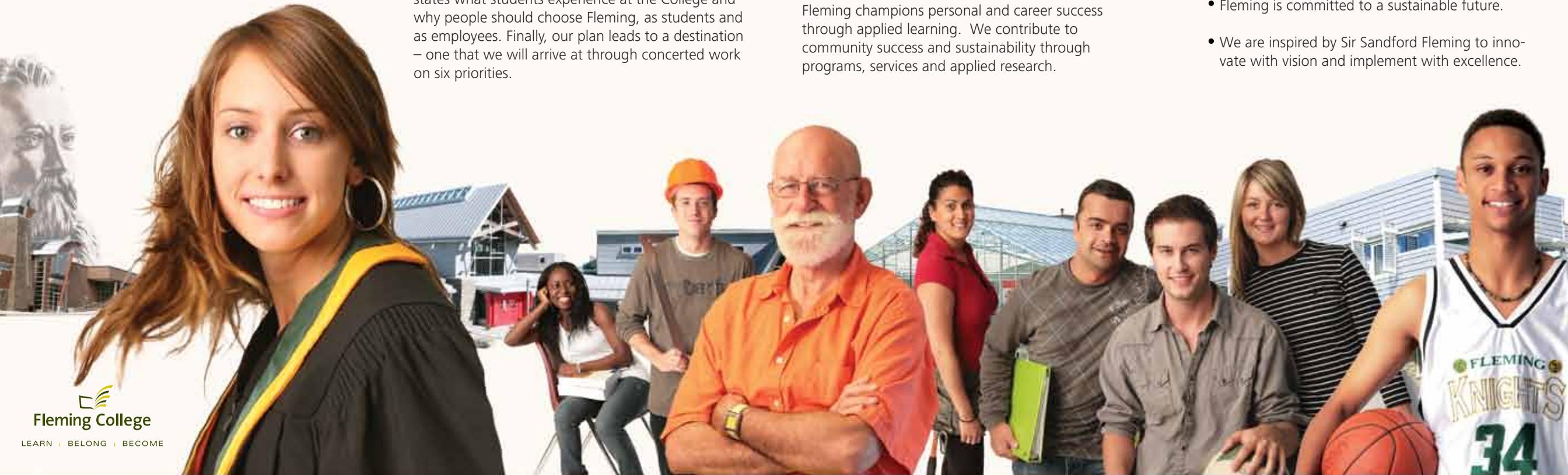
Students succeeding through personalized learning. Innovation and achievement powered by people.

Mission

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, services and applied research.

Values

- The student learning experience is our first priority.
- We value people and community.
- Fleming is committed to a sustainable future.
- We are inspired by Sir Sandford Fleming to innovate with vision and implement with excellence.



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Fleming College in 2015



The Fleming College Core Promise to Students

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices and to building sustainable, healthy futures for our people, communities and environment.

For all of these reasons, 99% of Fleming Students agree: they made the right choice coming to Fleming College.

2015 will be the “destination year” for this Strategic Plan. In that year, we will summarize our progress toward realizing our vision and living by our values. We will evaluate whether our Core Promise to Students is fulfilled and whether the goals in our strategic priorities are substantially accomplished. We begin these five years by describing – in ambitious terms – what we wish to achieve.



It's 2015. Our country, communities and college have grown and changed considerably.

This year's graduating class includes our 70,000th graduate. Our alumni live and work within our region, across Canada and around the world. Each of our graduates has left Fleming with knowledge, skills and a strong commitment to a sustainable future and a desire to serve their communities.

Preparing for our fiftieth anniversary, we will proudly reflect on recent campus upgrades. Each of our campuses is now a “destination” that draws students from near and far into innovative learning environments, such as the Skilled Trades Centre, and to places that reflect the College's Core Promise to Students.

When that promise was adopted several years ago, it was new but seemed to capture who we were and what we aspired to become. Now, as we are updating that promise in 2015, it seems to capture the fabric of Fleming, what sets us apart and motivates us to excellence.

We also look back and reflect on the College's commitment to our employees and our effort to balance people and results. In 2015, we are very proud of the working environment that we have created together. We can say with confidence to anyone who asks, if you want a great place to learn or work, consider Fleming College.

Our employees will look back with pride on a record of service and creativity that has carried on the legacy of Sir Sandford Fleming. We are proud of this heritage and proud that in our programs, applied research, services and in our work beyond the College, we have had a real impact on students, the workforce and the world around us.

In 2015, we are also working on our next Strategic Plan. We consider our accomplishments and the fact that we are quite entrepreneurial and even more innovative than we were five years ago. And while a few years ago we thought of 2015 as a destination year, we now think of it as a departure point for what we dream to do next.

Strategic Priorities

Guided by our values and driven by our Core Promise to Students, we carry out our work through six Strategic Priorities.

1.0 Achieving Excellence in Student Learning

Goal

Our focus on learning starts with the student experience as articulated in the Core Promise to Students. We will achieve excellence in student learning through innovation in:

- Outstanding applied learning
- High expectations and close student/faculty interaction
- Learning that comes from the entire student experience at Fleming – inside and beyond the classroom
- Pathways into the college and to careers and further learning opportunities

Strategies

- 1.1 Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.
- 1.2 Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction, with results reflected in retention and Key Performance Indicators (KPI), particularly Student Satisfaction and Graduation Rate.
- 1.3 Improve and increase pathways to facilitate access and ensure that graduates can pursue career alternatives and further educational opportunities.
- 1.4 Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's values and Core Promise to Students.
- 1.5 Develop an e-learning strategy that prepares our graduates for lifelong learning.
- 1.6 Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the KPI of Employment Rate as well as program-related employment, credential recognition and transfer as means for measuring success.

2.0 Providing Superior Services and Facilities

Goal

Fleming College will provide a superior level of services and facilities. Our services and facilities will reflect our values and our Core Promise to Students.

Strategies

- 2.1 Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.
- 2.2 Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.
- 2.3 Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.
- 2.4 Provide training and services to employees to enable achievement of the Core Promise to Students.

3.0 Leading in Sustainability

Goal

By 2015, Fleming will have moved from commitment to results in ecological, economic and social sustainability through our programs and practices. The College will make substantial and measurable progress in all areas specified in the ACCC Sustainability Protocol (2009).

Strategies

- 3.1 Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.
- 3.2 Reduce waste and the College's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.
- 3.3 Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.
- 3.4 Develop the Centre for Alternative Wastewater Treatment so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.
- 3.5 Design and implement community-based applied learning opportunities to contribute to sustainable communities.

4.0 Growing with Positive Results

Goal

Fleming enrolment will grow to increase access, meet public policy objectives, contribute to the diversity of our college and maintain and improve institutional competitiveness.

Strategies

- 4.1 Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.
- 4.2 With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.
- 4.3 Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.
- 4.4 Expand part-time and continuing education activity levels consistent with or above the overall college growth target.

5.0 Building Community Success

Goal

Make a valued and notable contribution to work-force, economic and social development.

Strategies

- 5.1 Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.
- 5.2 Fully realize the vision of the Kawartha Skilled Trades Institute to address immediate and long-term needs and opportunities.
- 5.3 Improve access and availability of educational opportunities in rural and remote areas

5.4 Undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.

5.5 Enhance programs and services to Aboriginal students to improve access, participation and success of Aboriginal learners.

5.6 Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.

6.0 Developing the Fleming Working Environment

Goal

Our final goal parallels and closely partners our first. We commit to developing a working environment based on the same fundamental elements of our Core Promise to Students. By 2015, current and potential Fleming employees will consider the College a great place to work.

Strategies

- 6.1 Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.
- 6.2 Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.
- 6.3 Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.
- 6.4 Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.
- 6.5 Regularly seek feedback and evaluate the College's progress in relation to our Core Promise, values and strategic priorities.

Fleming Serves

Fleming Creates



Fleming College

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