

Strategic Planning 2019 Process Update



March 11, 2019

On January 14, 2019, we launched our new 'Stepping Up and Standing Out' strategic planning process to develop Fleming's next Strategic Plan to 2025. During this kick-off, we introduced our Strategic Planning Core Secretariat and Steering Committee, unveiled our strategic planning process brand and associated website, and announced our Thought Leaders' Speaker Series. The day also marked the start of 17 planned feedback sessions with facilitator Erik Lockhart, Associate Director of the Queen's Executive Decision Centre.

Between January 14 and March 4, we travelled to our four campuses to ask students, employees, alumni, and external stakeholders what they think our top priorities should be in the next one to two years, how we should stand out from other colleges, and what success should look like for Fleming in 2025. Of more than 300 people who participated in our strategic planning feedback sessions, approximately 59% were Fleming employees and 21% were external stakeholders. An additional 121 respondents provided comments and ideas through our online survey, which closed last Thursday. To provide transparency during this planning process, we have posted some of [what we have heard](#) on our website.

I hear loud and clear that we need to improve areas such as student experience, academic programs, technology, campus space, and institutional health. I am also hearing about the strengths we can build on, such as our strong name in the Environmental sector and in the Arts community, and employees that are passionate about student success beyond the academic realm. I am also hearing new ideas and ways we can tap into programs and technologies ahead of our competition. External Partners are excited to get involved as we strive for excellence, support our students' success, and contribute to the communities we serve.

To get students, employees, alumni, and our external communities fired up to be creative and bold with their ideas, I invited Thought Leaders Ken Steele, Sheldon Levy, and Elizabeth Manley to Fleming College to talk about their experiences and share some advice. Our community was welcome to attend all sessions. We averaged 143 guests per event on-campus and 173 viewers per event via live stream. Each of our speakers also met with the Senior Management Team including Union Presidents.

Ken Steele, a leading expert on higher education in Canada, shared his insight on strategic planning, student trends, and technological innovation to help us foresee the "Big Picture". During his visit to Fleming, Ken also led a separate workshop with the Strategic Planning Steering Committee. [Watch a recording Ken's Presentation](#)

Sheldon Levy, Special Advisor to the Minister of Small Business and Export Promotion, former Deputy of MTCU, and former CEO of NEXT Canada, motivated us to be bold in our Strategic Planning journey, reminded us of the importance of involving students in our strategic planning process, and advised us to be a key contributor in our community—not just in education.

[Watch a recording of Sheldon's presentation](#)

Elizabeth Manley, Olympic Figure Skating Champion and Life Coach, encouraged us to embrace change and let passions drive our journey in life. She talked about perseverance and what it takes to overcome life-threatening mental health challenges. She set us up to watch her 1988 Olympic Silver Medal performance through an entirely different lens. In her conversation with the senior leaders, Elizabeth talked about the importance of empowering our students, especially when it comes to attracting female students to non-traditional careers. [Recording not available as per our contract. Read The Peterborough Examiner article for more on Elizabeth's story.](#)

So, what happens next?

Today, our Strategic Planning Steering Committee will meet to discuss unfiltered feedback and take a close look at the reality of Fleming—our KPI results, Quality Audit, enrolment and more.

Following these discussions, we will begin to work on the draft version of our Strategic Plan.

On March 25, the Steering Committee will review the first draft of the Strategic Plan and provide feedback. The Senior Management team will then join the Committee to draft a new vision, mission, and value statements that reflect what we have heard as our collective ambitions.

On March 27, I will present the draft Strategic Plan components to the Board of Governors for feedback.

From there, I will continue my conversations with our alumni and external community to test the directions captured in the draft and will share it with the Fleming community for feedback. I encourage you to provide comments on the draft plan. We need to be in this together and your final thoughts are not just welcomed but encouraged. Our work will continue with our advisors and the Strategic Planning Core Secretariat and Steering Committee to finalize the plan for Board approval in May.

I want to thank everyone who is contributing to our Strategic Planning process. Your voice is vital, and I am listening.

Regards,



Maureen Adamson
President

cc: Chair, Board of Governors

