

Fleming College

OFFICE OF THE PRESIDENT

July 2019 - Revised

Tom Phillips
Vice President, Academic Experience
Fleming College

Dear Tom,

Fleming College is embarking on an activist agenda of transformation as we seek to be true partners for students, employers and the communities we serve - the Greater Peterborough Area, Ontario and Canada.

Our Fleming. Our Future, the 2019-24 strategic plan developed through extensive engagement with our stakeholders, recognizes that technology and changing demographics have disrupted the world in which we live.

The nature of work has been fundamentally altered, and Fleming College stands ready to adapt in order to meet the needs of the future.

Fleming College recognizes that the job market is ever-changing, and wants to be responsive to the needs of both our graduates and employers by providing industry with the talent it is looking for in real-time, increase hands-on skills training and experience for students, and guide students toward finding a job from high school, until the time they graduate from the college, join the work force, and, seek new skills in order to progress in their careers.

This means preparing students and workers for the new highly skilled economy, and providing employers with the talent they need to maintain and grow their businesses and to fuel our regional, provincial and global economies.

Fleming's mission is to empower our students with the innovative education, research and real-world experience they need to build better lives, better communities and a better world.

As Fleming's Vice President, Academic Experience, you will be responsible for working with internal and external partners to fulfil all aspects of this critical mission. In order to do this, I will work with you to develop an Action Plan that will identify targets, deliverables, accountability measures and a detailed timeline for each initiative. Your progress will be communicated publicly as appropriate.

Your mandate is to work collaboratively across Fleming and with our partners, including students, employers and government to:

- Focus on the needs of students and employers in the labour market to help prepare for the jobs of the future.

PETERBOROUGH | LINDSAY | COBOURG | HALIBURTON

FLEMING COLLEGE

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- Create and work with employers through the new Fleming Jobs Council to develop a dynamic new Jobs-First Five-Year Academic Plan that builds on Fleming’s strengths and has a laser-focus on relevant programs and skills development. To do this you will draw on newly created, up-to-date labour market data. Recognizing that there is no time to waste, the Academic Plan will be phased in, with an initial set of priorities identified by the end of 2019 for Years 1 and 2, and priorities for subsequent years set after that.
- Create an Advanced Skills Training Program modeled after those in Europe and other global leaders in this area that will see students divide their time between the classroom and apprenticeship-style training in the workplace to better prepare students for jobs while at the same time creating a ready-made workforce for employers. The new program would be introduced as a pilot program, before full delivery by 2024.
- Ensure Fleming is the go-to institution for quality new and future-oriented education for our community, Ontario and beyond. It will take a collaborative effort to ensure Fleming is a testing ground for industry and governments to develop new programs that support the economy and provide lifelong learning.
- Establish a Fleming Jobs Council to ensure Fleming graduates are sought after and the programming evolves as the job market changes.
- Create a Job Market Analytics program to improve our use of data in understanding the job market and outcomes for graduates so that program development is informed by research.
- Enhance pathways for students between Fleming College and Trent University and other post-secondary institutions so that students can receive the customized education they need to thrive in the workplace and get credit recognition as they move between institutions.
- Strengthen our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education, and actively participating in the process of reconciliation by ensuring all students and staff gain a deeper understanding and appreciation of Indigenous peoples, their ways of knowing and histories.
- Develop Centres of Excellence for Fleming as part of our role in the system of colleges in Ontario.
- Improve Key Performance Indicators by 15% in the 2019-20 academic year, and an additional 5-7% in the subsequent year for academic services only.

Because your portfolio touches so many of the goals of our Strategic Plan, you will also work across teams to collaborate on other goals including:

- Developing a Student Success Strategy.
- Establishing a Student Experience Strategy.
- Establishing a new Student-Employers Partnerships Network to create experiential learning opportunities.
- Creating an Employee Success Strategy.
- Creating an Applied Research Development Strategy.
- Creating a Tech Development Centre.
- Expanding our partnerships to boost community innovation.
- Creating an Internationalization Strategy.

The Mandate Letters relate to specific actions important to the successful implementation of the Strategic Plan. Clearly, in all of our roles, there is much more involved in our duties and responsibilities that will also be part of ongoing regular performance assessment processes.

I look forward to working together with you and each member of the Senior Team to ensure Fleming College is responsive to the needs of the evolving labour market so that we can be true partners in the economic and social success of the Greater Peterborough Area, Ontario, and Canada.

Sincerely,



Maureen Adamson
President