

Fleming College

OFFICE OF THE PRESIDENT

January 2020

Cathy Bailey
Vice President, Corporate Services
Fleming College

Dear Cathy,

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 has identified a series of key commitments as it charts its course over the next five years that include being focused on the needs of students and employers, being true partners in our communities, embracing technology and digital processes, and being a welcoming place for all.

We have also committed to empowering our staff and faculty, investing in our people so that they can provide the best possible experience and job training for students, while participating in a positive, equitable and supportive workplace culture where the ideas and talents of all who contribute to Fleming's vision are respected and heard.

As Fleming's Vice President, Corporate Services, you will play a key role in ensuring Fleming has the business infrastructure in place to support our mission and to identify the resources available to support the implementation of our plan.

Your mandate will include supporting other members of the Senior Team in meeting their responsibilities under our Strategic Plan.

These include consideration of the Employee Success Strategy and the Student Experience Strategy, in which you will be responsible for ensuring the resources to ensure each has what they need to succeed.

PETERBOROUGH | LINDSAY | COBOURG | HALIBURTON

FLEMING COLLEGE

Maureen Adamson, President

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Your role will also include helping Fleming to embrace technology and digital tools through the creation of the new Tech Development Centre. In addition, you will play a collaborative role in helping to ensure Fleming remains a sustainable public institution on which our students and communities rely by fulfilling our goal to diversify our streams of funding.

Without meeting these commitments, we cannot fulfil 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.

In order to help you meet your responsibilities in fulfilling this critical mission, 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 employees to identify appropriate resources to meet the goals of the Strategic Plan, and to collaborate with your colleagues on several key objectives including:

- Diversifying our streams of funding so that we will remain a sustainable public institution on which our students and communities rely, even as governments grapple with ways to tackle their deficits and the proportion of the school-age population decreases.
- Investing in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities, high skills training and the equipment and technology needed to provide the best possible experience for students and staff.
- Creating a Tech Development Centre to conduct an inventory of the technology and digital tools that currently exists at Fleming and consult with industry to guide the expansion of technology for faculty and students so that both are using the most up-to-date technology to meet the expectations of modern workplaces.
- Establishing a Student Experience Strategy to ensure an outstanding student experience and their success upon graduation through improved career and support services, renewal of our facilities and a focus on student life and well-being on campus and in our communities.

As you know, Fleming's 2019-24 Strategic Plan commits the college to strengthening our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education and ensuring all students and staff gain a deeper understanding and appreciation of Indigenous Peoples. This is a shared responsibility, and it too, will be reflected in your mandate.

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