

# Fleming College

## OFFICE OF THE PRESIDENT

January 2020

Drew Van Parys  
Vice President, Economic & Community Development  
Fleming College

Dear Drew,

Fleming College has embarked 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, Canada and beyond.

*Our Fleming. Our Future*, the 2019-24 Strategic Plan developed through extensive engagement with our stakeholders, recognizes that technology, changing demographics and geo-political forces 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 college, join the work force, and seek new skills in order to progress in their careers.

The many reforms outlined in our strategic plan will help us to fulfill 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.

You have been appointed to the newly created position of Vice President Economic & Community Development to lead major initiatives that drive the College's transformative economic and social development agenda so that Fleming is a true partner for students, employers and the broad communities we serve.

In this key role, you will draw on the strong innovative spirit that exists across the College to develop strategic partnerships to boost community innovation and to build a business development strategy that will ensure Fleming is creating prosperity and transforming communities through education and innovation and contributing to the fast-moving future. To ensure success, it will be essential that you leverage the vast and varied experience of our more

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### FLEMING COLLEGE

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than 75,000 graduates and of course our donors, who each have so much to offer in ensuring Fleming and the Greater Peterborough Area are established as a destination of choice.

Fleming wants to be a welcoming place for all students, including Indigenous and domestic students, students from a diverse set of countries internationally, and those who wish to return to Fleming to refresh or upgrade their skills for the new economy. The Vice President Economic & Community Development will ensure all potential students are aware of what Fleming has to offer and increase recruitment by helping to create an environment where domestic and international students and faculty learn from each other's culture, and political, social and economic perspectives.

Part of your role will be to ensure Fleming's story is told broadly internally and externally, by overseeing communications and marketing strategies to engage with our multiple audiences in ways that reach each one most effectively. It is our goal to advance Fleming's profile as an innovative, technologically advanced institution with global impact.

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, and that of your colleagues, will be communicated publicly as appropriate.

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

- Expand our partnerships to boost community innovation by partnering with such organizations as Peterborough & the Kawarthas Economic Development and initiatives like the Innovation Cluster-Peterborough and the Kawarthas, and leveraging the many talents of our alumni, to support small business and entrepreneurs, who are playing an increasing role in the economy of the future.
- Increase community partnerships including infrastructure and capital developments that support innovation and city building initiatives, including possible public/private partnership development.
- Support the work of your colleagues to develop programs to support business in our four communities and surrounding regions. Existing partnerships with industry will be nurtured and new ones developed. The strategy will identify ways in which Fleming can play a lead role in city revitalization within the Greater Peterborough Area.
- Work with the Vice President Applied Research & Innovation to create an Applied Research Development Strategy that will expand research activities into all Fleming programs so that we are stretching and contributing to innovation in Canada across all fields, while also finding solutions to issues with which our own municipalities and regions are grappling.
- Ensure Fleming's contribution to its communities by ensuring the Research Strategy fosters applied research that is timely and relevant, providing solutions to the people and organizations we serve.
- Diversify our streams of funding so that we will remain a sustainable public institution on which our students and communities rely both as an employer and a contributor to our local economies, even as governments grapple with ways to tackle their deficits and the school-age population decreases.

- Work with the Vice President Academic Experience to bring together internal and external expertise with strategic partners through a new Fleming Jobs Council to ensure Fleming graduates are sought after.
- Develop an Internationalization plan to increase enrolment, expand the countries from where students are attracted, create new study abroad opportunities and seek new global partnerships that build on strengths where Fleming has research capacity. The strategy will build on supports to create an environment where students from other nations can succeed and feel welcomed and where domestic and international students learn from each other.
- Invite the public, including graduates and donors, to celebrate in the success of Fleming and its students by creating increased opportunities to showcase their accomplishments.
- Implement a Digital and Communications Transformation Strategy to review our website, our digital and marketing channels, and our use of automation so that we can improve business processes, improve digitization and engage with our audiences through effective communications and marketing. We will connect employees and students at all our campuses through a common branding and visual identity.
- Work with colleagues to enhance pathways for students between Fleming College and Trent University and other post-secondary institutions so that students, regardless of where they start their post-secondary education, can receive the customized education they need to thrive in the workplace.

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 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