

# Fleming College

## OFFICE OF THE PRESIDENT

June 2019

Sherry Taylor  
Vice President, Organizational Effectiveness and Human Resources  
Fleming College

Dear Sherry,

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.

This is key, because unless we support our employees, they 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.

As Fleming's Vice President, Organizational Effectiveness and Human Resources, you will be responsible for working with your colleagues to fulfil 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 and employers, to empower our staff and faculty so that together they can fulfil each of the objectives of our strategic plan. Your responsibilities include:

**PETERBOROUGH | LINDSAY | COBOURG | HALIBURTON**

### FLEMING COLLEGE

Maureen Adamson, President

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- Supporting an Employee-Management Engagement Strategy to work toward a positive and energized workplace culture that respects and values the opinions and ideas of all employees, provides the tools required and removes obstacles so that together we can provide the best education, leadership and research practices needed to fulfil our mission.
- Focusing on building a shared culture of quality, respect, transparency, accountability, collaboration, accessibility so that Fleming will be recognized for the first time as one of Canada's top employers.
- Investing in our people by creating an Employee Success Strategy that will identify and provide dedicated professional development opportunities.
- Conducting an operational review of all HR responsibilities and developing and initiating the implementation of an action plan for streamlined and modern HR services that ensure accountabilities and support of employees.
- Working collaboratively, you will also share responsibility to ensure we are meeting the needs of diverse populations among our employees and students.

As you know, Fleming's 2019-24 Strategic Plan commits the college to embracing technology, and Organizational Effectiveness and Human Resources operations will reflect this commitment to ensure employees and students are teaching and learning using the latest workplace technology.

As well, Fleming is committed 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