



FLEMING

BUSINESS PLAN

**Advancing Impact
in a Time of Change**



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LAND ACKNOWLEDGEMENT

We acknowledge that the land that Fleming College is on is the traditional territory of the Michi Saagig Anishnaabe, people of the North shore of Lake Ontario and its tributaries. Fleming College campus locations are covered by eighteen treaties and agreements that the Michi Saagig Anishnaabe participated in from 1781 to 1923.

Fleming College has settled on this land and recognizes that the region is now home to many Indigenous people from across Turtle Island and the importance of respecting the voices and history of Indigenous communities. We are grateful to work on this land and will continue to build authentic and reciprocal relationships.



OUR VISION

A nimble and dynamic college leading Ontario in applied health, skilled trades education and applied research.



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.



OUR VALUES

We will achieve our vision and mission by adhering to our values, which are:

- Community
- Courage
- Innovation
- Inclusiveness



OUR PRIORITY AREAS OF IMPACT

1. Develop a leadership position in applied health education.
2. Enhance and grow our skilled trades program portfolio.
3. Support quality, sustainability and student success for all academic programs.
4. Expand applied research, innovation and partnerships.
5. Improve the student experience.
6. Implement a multi-year technology and digitization transition plan.
7. Ensure financial sustainability.
8. Enhance our outreach, conversion and retention.
9. Enhance our employees' experience.

2026-27 BUSINESS PLAN

Advancing Impact in a Time of Change

The post-secondary landscape continues to evolve, bringing both challenges and opportunities to the college sector. In April, Fleming College and St. Lawrence College launched the first equal-partner integration in Ontario's college system – an exciting step that will expand programming, improve system efficiencies and strengthen long-term sustainability for our students and communities.

As Fleming enters the third year of its 2024–2029 Strategic Plan, we remain focused on our priority areas while advancing this integration – expanding program offerings, optimizing systems and aligning operations to better serve learners and communities at scale.

At the core of this work is our commitment to an exceptional student experience and to developing the talent Ontario needs. We are enhancing supports, meeting students where they are, and delivering programs that respond directly to labour market demand – including broader access to St. Lawrence College offerings.

We are also strengthening our leadership in applied health, with new programs such as Veterinary Technician and Diagnostic Cardiac Sonography launching this fall – clear examples of our focus on real-world demand and student success.

At the same time, we continue to invest in our people, partnerships and systems; advancing applied research, community engagement and a more connected, responsive college experience.

Looking ahead, we are energized by the opportunities before us. Through focused execution and shared commitment, we are building a strong, sustainable future and delivering meaningful impact for the students and communities we serve.



PRIORITY AREAS OF IMPACT & OBJECTIVES

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1

DEVELOP A LEADERSHIP POSITION IN APPLIED HEALTH EDUCATION

- 1.1 Meet labour market needs for applied health professionals through an ambitious expansion of the program portfolio.
 - 1.1.1 Develop a concept proposal for Medical Laboratory Assistant/Technologist and Medical Radiation Technologist programs.
- 1.2 To support current and innovative programs, the College will invest heavily in leading-edge simulation technologies.
 - 1.2.1 Procure simulator technologies for applied health programs.
- 1.3 Programs will be developed or altered to allow for alternate delivery options, expanding access for all students including those currently in the workplace.
 - 1.3.1 Expand alternative delivery options for programs that support the local applied health ecosystem.
- 1.4 Expand and enhance partnerships with health care, community services and educational institutions.
 - 1.4.1 Establish and finalize a formal partnership with Kawartha Cardiology Clinic.
 - 1.4.2 Initiate conversations with five regional hospitals to support collaborative workforce training in the local catchment area.

We are building a **resilient**
and adaptable institution

while continuing to deliver

high-quality, accessible education

that supports our students and communities

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ENHANCE AND GROW OUR SKILLED TRADES PROGRAM PORTFOLIO

- 2.1 Expand the portfolio by launching innovative programs in renewable energy technology, sustainable construction practices, advanced manufacturing techniques, and cybersecurity for trades and digital trades training.
 - 2.1.1 Investigate delivery capacity enhancements for Heavy Equipment Operator programming.
 - 2.1.2 Identify priority trade programs for apprentice attestation development.
- 2.2 Ensure the highest quality programming through: workplace-relevant curriculum designed in collaboration with industry partners; an enhanced technological focus integrating augmented reality, virtual reality and simulation tools into our training; and work-based learning opportunities through apprenticeships, co-op placements and internships allowing students to gain real-world experience and forge connections within their chosen industries.
 - 2.2.1 Collaborate with local industry to support student access to work-based learning opportunities.
- 2.3 Provide access to all learners. Programs will include flexible learning pathways, online courses, evening classes and accelerated programs.
 - 2.3.1 Incorporate Dual Credit pathways to support entry into the Trades and Technology Fundamentals program.

3

SUPPORT QUALITY, SUSTAINABILITY AND STUDENT SUCCESS FOR ALL ACADEMIC PROGRAMS

- 3.1 Continue the work of the College's Strategic Enrolment Management committees to achieve enrolment targets for all programs.
 - 3.1.1 Initiate capacity planning for the 2027-28 academic cycle.
- 3.2 Optimize program quality and efficacy, balancing student success, labour market needs and financial sustainability.
 - 3.2.1 Create a quality assurance framework that outlines key benchmarks utilized for the upcoming 2027-28 formal College Quality Assurance Audit Process.
- 3.3 Revitalize Haliburton School of Art + Design (HSAD) through new full-time and part-time programming, new lines of business and the launch of the new student residence to support growth initiatives.
 - 3.3.1 Leverage HSAD residence to drive HSAD summer enrolment growth.

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EXPAND APPLIED RESEARCH, INNOVATION AND PARTNERSHIPS

- 4.1 Strengthen applied research excellence by deepening and integrating existing research expertise into new, strategically adjacent areas aligned with government and community priorities such as biotechnology, artificial intelligence, climate change and sustainability.
 - 4.1.1 Develop Research Security documentation for Strategic Mandate Agreement (SMA4).
- 4.2 Become a recognized, accessible and nimble partner-centred applied research hub, providing support to develop new knowledge and drive innovation.
 - 4.2.1 Establish the STRIDE applied research network (minimum three partner institutions with formal commitments) and submit a multi-institutional Federal Development Regional Defence Investment Initiative funding proposal to support its launch and operations.
- 4.3 Seamlessly integrate applied research into teaching and learning at all Fleming campuses.
 - 4.3.1 Finalize a Faculty Research Training Hub for new faculty.

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IMPROVE THE STUDENT EXPERIENCE

- 5.1 Launch a new holistic Service Hub model to be implemented at our Sutherland and Frost campuses to provide fast, personal service to students.
 - 5.1.1 Create a training plan that provides opportunities for service hub staff to provide first-point-of-contact information to students.
 - 5.1.2 Investigate the use of QLess to support appointment booking in core student services areas.
- 5.2 Enhance mental health support for students through one-on-one and group support sessions combined with communication efforts to build awareness and reduce stigma often associated with seeking support.
 - 5.2.1 Hire a Health Promotion Navigator that will map stepped care services across student experience divisions to identify service gaps and develop a critical path for service area improvements.
 - 5.2.2 In partnership with the Canadian Mental Health Association, provide train-the-trainer opportunities for student experience staff via Thriving in Action programming to deliver to Fleming College students.
- 5.3 Establish integrated care teams that will use predictive analytics to identify and support students of concern.
 - 5.3.1 Leverage Canadian Campus Well-being Survey results to create a Care Team resource to manage the student of concern process.
- 5.4 Through these ventures and other initiatives, break down traditional barriers between service and academic departments to provide an integrated student-centric rather than institution-centric model.
 - 5.4.1 Create a process map to document how individual student experience units support student retention initiatives.

6

IMPLEMENT A MULTI-YEAR TECHNOLOGY AND DIGITIZATION TRANSITION PLAN

- 6.1 Implement new Enterprise Service Management and IT Service Management portals for better service access and streamlined support for students and employees.
 - 6.1.1 Migrate the Registrar's Office to Team Dynamix.
- 6.2 Invest in collaboration technologies, classroom and meeting room equipment and related training to support HyFlex learning and other academic delivery models.
 - 6.2.1 Deploy three additional HyFlex rooms in Fiscal Year 2026-27.
- 6.3 Adopt a "cloud-first" strategy that prioritizes the use of cloud-based infrastructure and applications over on-premises solutions.
 - 6.3.1 Migrate the College's Cisco Call Manager phone system to the cloud.

7

ENSURE FINANCIAL SUSTAINABILITY

- 7.1 Develop a detailed financial sustainability plan which will identify new revenue opportunities and savings opportunities that can be realized through operational efficiencies and prudent expense management.
 - 7.1.1 Deliver timely, accurate and integrated financial reporting through enhanced reporting and planning processes and building financial literacy to improve transparency, accountability, decision-making, and in- and out-year financial management.
 - 7.1.2 Strengthen financial stewardship and sustainability by improving the efficiency, reliability and compliance of core finance processes and actively evaluate corporate expenditures and revenue streams, to improve operational efficiency, cost control and financial sustainability.
- 7.2 Develop a long-term land and capital asset management plan that identifies opportunities for new investments, divestments and renewal.
 - 7.2.1 Strengthen regulatory and statutory compliance across facilities management and capital projects by integrating compliance into project planning, procurement, design, construction, operational processes, enhanced monitoring and documentation, and awareness-building.
 - 7.2.2 Establish a college-wide space planning framework to optimize space utilization and support long-term strategic planning; implement effective space management practices, including the decommissioning of underutilized or non-strategic spaces to reduce operating costs; and ensure all facilities are consistently maintained to a high standard.
 - 7.2.3 Complete facility condition assessments at Sutherland and Haliburton campuses to inform a prioritized, robust, multi-year capital asset and facilities management plan.

8

ENHANCE OUR OUTREACH, CONVERSION AND RETENTION

- 8.1 Develop and implement innovative marketing and recruitment strategies for both domestic and international student markets as well as a distinct Indigenous student recruitment and retention plan.
 - 8.1.1 Develop a conversion plan to increase marketing and recruitment impacts on applicant confirmations.
 - 8.1.2 Develop a student retention strategy plan.
 - 8.1.3 Develop a comprehensive mature learner campaign.
- 8.2 Introduce new student-centred services, approaches, technologies and predictive analytics to enhance conversion and retention efforts.
 - 8.2.1 Increase high-intent traffic and optimize digital conversion pathways across recruitment landing pages.
- 8.3 Implement an ambitious new communications strategy to share success stories within and beyond the Fleming community.
 - 8.3.1 Develop a series of articles focused on key programs and initiatives to be published in various news outlets both locally and nationally, through sponsored and organic communications approaches, including *Fleming Connect*.
 - 8.3.2 Produce, publish and promote the second annual *Fleming Ignites* magazine, highlighting campuses, programs, initiatives, alumni, staff, donors, stakeholders and community partners.

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ENHANCE OUR EMPLOYEES' EXPERIENCE

- 9.1 Expand and advance equity, diversity, inclusion and accessibility initiatives to support equity-focused, psychologically safe cultures at the team and organizational levels.
 - 9.1.1 Research, select and implement a centralized case management software system to streamline the tracking, documentation and reporting of all medical and non-disability-related accommodation requests to ensure legislative compliance and consistency across the organization.
 - 9.1.2 Support unit-based accessibility initiatives that improve local work environments and employee experiences through the strategic execution of Unit Accessibility Action Plans.



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