This analysis was based on the pre-determined criteria listed below:

Section	Description	Measures
Student Demand	Includes an assessment of OCAS (2007 - 2011) enrolment data at other colleges in terms of mean growth rate with a specific focus on Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham) Trends in certificate, diploma, degree, apprenticeship and continuing education (where available).	 Strong = Fleming enrolment growth is outpacing system and is equal to or greater than 3% Moderate = Fleming enrolment growth is equivalent to system demand and is between 1.0 to 2.9% Weak = Fleming enrolment growth is less than the system demand and is less than 1%
	Click Below to Access Full Source Document: Fall Enrollment Trend	
Labour Market	Includes projected employment rate growth based on a consolidation of various Ontario, Canadian, and US sources including HRSDC, Sector Council Reports US Bureau of Labour Statistics, and the MTCU Employment Profile.	 Strong = Between 5-6 positive labour market indicators Moderate = Between 3-5 positive labour market indicators Weak = Between 1-2 or no positive labour market indicators
Competitive Analysis	Includes the number of actual colleges offering the program as well as the ratio of applications to acceptances at Fleming compared to other colleges and specific comment about Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham) Click Below to Access Full Source Document: <u>Fall Conversion Report</u>	 Strong = Fleming conversion ratio is greater than 2 below the system Moderate = Fleming conversion ratio is 1 above, below or equal to the system Weak = Fleming conversion ratio is greater than 2 above than the system
Financial Analysis	Includes a review of Contribution to Overhead (CTO) for existing programs (2010-11) Click Below to Access Full Source Document: Costing Analysis	 Strong = CTO is greater than 35% Moderate = CTO is between 30 - 34% Weak = CTO is between 20 - 30% No Contribution = 19% or less

Key Performance Indicators	Includes KPI trends from the Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012. Click Below to Access Full Source Document: Key Performance Indicators	 Strong = Above system average in 6-7 indicators Moderate = Above system average in 3-5 indicators Weak = Above system average in 0-2 indicators.
Resource Analysis	Requires school level assessment regarding space, technology, capital equipment and human resources. Recommendations from recent Program Review Reports included here	

Project Management (70207)

Student Demand ¹	MODERATE
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The following information consists of OCAS yearly student fall registration data as well as a mean growth rate and average student registration for each program under these categories:

Graduate Certificate

- Five colleges offer this certificate program, including two of Fleming's main competitors
- Seneca has the highest mean growth rate of 55%, and Sheridan has the lowest with -4%
- Sheridan has the highest average registration with **39 students** and Centennial the lowest with **22 students** (St. Clair had a lower average registration of **11 students**, however they stopped offering this program in 2008)

Graduate Certificate

	2007	2008	% Change (07-08)	2008	2009	% Change (08-09)	2009	2010	% Change (09-10)	2010	2011	% Change (10-11)	% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CENTENNIAL	15	26	73	26	20	-23	20	25	25	25	23	-8	17	22
HUMBER	19	18	-5	18	53	194	53	19	-64	19	21	11	34	26
SENECA	4.5			4	8		8	14	75	14	19	36	55	14
SHERIDAN					41		41	37	-10	37	38	3	-4	39
ST. CLAIR	11						0			9		0		11
Total	45	44	-2	44	122	177	122	95	-22	95	101	6		1

¹ Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011. Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset Prepared by Fleming Data Research (07-2012)

Labour Market

• STRONG

Working in Canada Description²

Professional Occupations in Business Services to Management (NOC – 1122)

"This unit group includes those who provide services to management such as analyzing the
operations, managerial methods or functions of an organization in order to propose, plan and
implement improvements, or analyzing advertising needs and developing appropriate
advertising plans. They are employed by management consulting firms, advertising agencies and
throughout the public and private sectors or are self-employed."

Employment Ontario

Not Available

HRSDC³

Professional Occupations in Business Services to Management (NOC - 1122)

- Job Openings (2011/2020): **118,062**
- Job Seekers(2011/2020): 95,425
- Post Secondary Education Graduates: 45,408 (48%)
- "Based on projections and considering the recent shortage of workers in this occupation, it is expected that the number of job seekers will continue to be insufficient to fill all job openings over the 2011-2020 period. Job openings in this occupation will result from both expansion demand and retirements. Although expansion demand growth will be higher than for all occupations over the projection period, it will nevertheless be lower than over the 2001-2010 period. The projected strong demand will be the result of the greater need for human resources and management professionals in the context of an aging workforce, recruitment difficulties and strong competition. With regard to labour supply, most job seekers will come from the school system. However, a large number of job seekers (approximately one third) will come from other occupations."

US Bureau of Labour

Not Available

² "Professional Occupations in Business Services to Management (NOC 1122)." *Working in Canada*. N.p., n.d. Web. 23 Aug. 2012. http://www.workingincanada.gc.ca/report-

eng.do?area=8792&lang=eng&noc=1122&action=final@ionKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&titleKeyword=2&titleKeyword=Peterborough%2C+Ontario&source=2&titleKeyword=Peterborough%2C+Ontario&s=2&titleKeyword=Peterborough%2C+Ontario&s=2&titleKeyword=Peterborou

³ "Human Resources And Business Service Professionals (112)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 23 Aug. 2012. ">http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=19>.

Working in Canada Description⁴

Administrative Officers (NOC – 1221)

• "Administrative officers oversee and implement administrative procedures, establish work priorities and co-ordinate the acquisition of administrative services such as office space, supplies and security services. They are employed throughout the private and public sectors."

Employment Ontario⁵

Administrative Officers (NOC - 1221)

- Employment Ontario Rating (2009-2013):
 - Average
- Education and Training
 - "Employment in this field increasingly requires a university degree or college diploma in business or public administration. Experience in a senior clerical or executive secretarial position related to office administration may also provide an entry into this occupation."
- Demand
 - "Opportunities for employment in this occupation are expected to be average over the period from 2009 to 2013. The majority of job openings will stem from replacement needs as older workers retire. Administrative functions in middle management of larger companies have already been affected by downsizing, outsourcing and streamlining of business services. Technological change has also impacted this occupational group due to the increased use of specialized computer systems."
 - "Individuals with specialized skills in data communication, retrieval and manipulation and with good communication and teamwork skills will have the best job prospects."

⁴ "Administrative Officers (NOC 1221)." *Working in Canada*. N.p., n.d. Web. 23 Aug. 2012. http://www.workingincanada.gc.ca/report-

eng.do?area = 8792&lang = eng&noc = 1221&action = final&ln = p@ionKeyword = Peterborough%2C + Ontario&s = 1&source = 2&titleKeyword = organization + and + productivity + project + offic>.

⁵ "1221 Administrative Officers." *Employment Ontario*. N.p., n.d. Web. 23 Aug. 2012. http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/1221_e.pdf>.

HRSDC⁶

Administrative Officers (NOC - 1221)

- Job Openings (2011/2020): 204,093
- Job Seekers(2011/2020): **134,714**
- Post Secondary Education Graduates: 95,912 (71%)
- "Based on projections and considering that labour supply and demand in this occupation were balanced over the 2008-2010 period, it is expected that the number of job seekers will become insufficient to fill the job openings over the 2011-2020 period. Retirements will account for the majority (61%) of these job openings. The retirement rate for this occupation will be high over the projection period, surpassing the average retirement rate for all occupations. This is due to the fact that workers in this occupation are on average older than those in other occupations and retire somewhat earlier. Demand arising from economic growth will also be an appreciable source of job openings over the projection period. However, the creation of new jobs will be much weaker than over the 2001-2010 period. The relatively weak employment growth is largely attributable to a slowdown in economic activity relative to recent years, which leads to a decreased demand for administrative workers. With regard to labour supply, the majority of job seekers will come from the school system."

US Bureau of Labour

Not Available

Sector Councils and Reports⁷

- "One fifth of the global GDP (US \$12 trillion) is being spent on projects in 2012. Organizations
 that range from global businesses to governments and NGOs have identified project
 management and skilled project managers as the key to their success. The demand for project
 professionals is staggering, with an average of 1.2 million projected new jobs needing
 to be filled each year for the next decade."
- "CNN Money has ranked Information Technology Project manager as being #5 of the Top 50 "Best Jobs in America" with a 10 year job growth projected rate of 16% and an increase in online job ads from April '09 to August '09 of 17%."
- "According to Indeed.com, project management appears to have grown approximately 30% in the last five years."

⁶ "Administrative And Regulatory Occupations (122)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 23 Aug. 2012. ">http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=21>.

⁷ "Career Opportunities." *Fleming College*. N.p., n.d. Web. 23 Aug. 2012. http://flemingcollege.ca/programs/project-management.

Employment Profile⁸

In 2010-2011, 32.4% of graduates were employed in a full time position which related to this program of study provincially

Business Management

Programs in Business Management (cont.)

Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Logistics And Supply Chain Management	Post Diploma	116	89	82	Humber, Seneca
Project Management	Post Diploma	32	23	21	Fanshawa
Project Management	Post Diploma	267	182	160	Centennial, Humber, Seneca, Sheridan
Property Management	2 Years	31	26	23	Seneca
Research Commercialization and Innovation	Post Diploma	4	4	4	George Brown
Transportation And Distribution	2 Years	105	74	62	Seneca
Wine Business Management	Post Diploma	13	9	7	Ntagara

Summary of Survey Data

	Program Cluster	All Programs
Survey Population	2,704	50,622
Labour Force Participation	73%	74%
Employment Rate*	77%	83%
Employed Part-time*	12%	18%
Employed Full-time ^a	65%	65%
Average Annual Earnings - Total	\$32,284	\$33,199
Avaraga Annual Earnings - Female	\$30,586	\$31,897
Avaraga Annual Earnings - Male	\$33,237	\$34,607
Graduata Satisfaction	73%	79%
Employer Satisfaction	94%	93%
a. As a percentage of graduates in the labour force.		

Graduate Outcomes for Program Cluster (as a percentage of all respondents)



⁸ "Employment Profile." *Ontario*. N.p., 2011. Web. 19 July 2012.

<http://www.tcu.gov.on.ca/pepg/audiences/colleges/serials/eprofile09-10/profile10.pdf>.

Business Management

Top Five Industries of Employment

	#	%
Professional, Scientific and Technical Services	116	8.2%
Credit Intermediation and Related Activities	110	7.7%
Food Services and Drinking Places	101	7.1%
Administrative and Support Services	87	6.1%
Food and Beverage Stores	57	4.0%

Top Five Occupational Categories

	#	%
Retail Salespersons and Sales Clerks	144	9.9%
Customer Service Representatives – Financial Services	63	4.3%
Customer Service, Information and Related Clerks	60	4.1%
General Office Clerks	55	3.8%
Retail Trade Managers	55	3.8%

Business Management

Summary of Graduate Outcomes by Program

	Full-time Employed, Program Related							t-time loyed,			No	c in
29			ated Program Unrelated		Program Related		Program Unrelated		Unemployed		Labour Ford	
	#	%	*	15	*	%		5	#	%		*
Business	228	29.5	145	18.8	36	4.7	49	6.3	119	15.4	196	25.4
Business Administration	242	34.2	107	15.1	29	4.1	47	6,6	77	10.9	205	29.0
Business Administration - International Business	23	16,3	23	16.3	-	-	7	5.0	IB	12.8	70	49.6
Business Administration – Professional Golf Manageme	14	31.1	10	22.2	2	4.4	2	4.4	6	13.3	11	24.4
Business Fundamentals	10	B.1	9	7.3	3	2.4	9	7.3	15	12.1	78	62.9
Business Management	10	40.0	5	20.0	-	-	2	E.O	6	34.0	2	8.0
Business Process Maragemer	nt 2	33.3	2	33.3	_	-		-	1	16.7	1	16.7
Fundraleing And Resource Development	7	100.0	100	7	1	1	23		$\sim 7^{-1}$	2	۲	3
Fundralsing And Volunteer Management	23	79,3	-	-	1	-	-	2	5	17.2	1	3.4
Green Business Management	6	20.0	5	16.7	1	3.3	2	6.7	9	30.0	7	23.3
International Business	26	21.7	22	18,3	4	3.3	7	5.8	20	16.7	41	34.2
International Business Management	58	27.1	62	29.0	6	2.8	10	4.7	54	25.2	24	112
International Commerce And Giobal Development – Bachelor Of Applied Busines	1	8.3	3	25.0		-	2	16.7	3	25.0	3	25.0
International Project Management	11	35.5	5	16.1	1	32	2	6.5	5	16.1	7	22.6
Logistics And Supply Chain Management	38	42.7	17	19.1	1	1.1			26	29.2	7	7.9
Project Management	13	56.5	5	21.7	1.00		1	4.3	2	8.7	2	8,7
Project Management	59	32.4	30	16.5	6	3.3	6	3.3	59	32.4	22	12.1
Property Management.	13	50.0	3	115	-	-	2	7.7	5	19.2	3	115
Transportation And Distribution	30	40.5	9	12.2	4	1.4	¥.:	1.4	21	28.4	12	16.2
Who Business Management	5	55.6	2	22.2	-	-			100	-	2	22.2
All Programs in Cluster*	819	30.7	464	17.4	90	3.4	149	5.6	451	16.9	694	26.0

* Does not include 6 programs with fewer than 5 graduates in the labour force.

Business Management

Earnings of Full-time Employed Participants

Program	Average - Females	Average - Males	Median - Females	Median - Males	Average for Program	Median for Program
Business	\$29,425	\$32,452	\$27,114	\$30,000	\$31,212	\$29,708
Business Administration	\$28,827	\$32,792	\$27,000	\$30,252	\$31,261	\$30,000
Business Administration International Business	\$34,750	\$32,792	\$28,775	\$30,000	\$33,429	\$30,000
Business Administration - Professional Golf Management	-	\$34,550	-	\$31,129	\$33,784	\$30,973
Business Fundamentals		\$27,707		\$25,000	\$27,985	\$25,000
Business Management	\$33,436	\$27,769	\$35,000	\$26,045	\$30,602	\$28,431
Business Process Management	-	2	-	-	-	-
Fundralsing And Resource Development	1	20		1	τ.	1.70
Fundralsing And Volunteer Management	\$37,332	5	\$36,750	5.T.	\$37,891	\$36,000
Green Business Management	\$34,926	-	\$36,000	6428	\$42,224	\$36,000
International Business	\$23,887	\$31,145	\$22,943	\$31,286	\$28,354	\$25,000
International Business Management	\$27,800	\$28,673	\$25,029	\$27,532	\$28,360	\$26,079
International Commerca And Global Development – Bachelor Of Applied Business		12			2	
International Project Management	\$34,800	\$36,771	\$40,000	\$39,000	\$35,786	\$39,500
Logistics And Supply Chain Management	\$33,989	\$36,367	\$33,500	\$36,814	\$35,688	\$35,000
Project Management	1.64	\$55,281	100	\$60,000	\$52,381	\$55,000
Project Management	\$42,379	\$39,635	\$32,400	\$35,229	\$40,375	\$35,000
Property Managament	-	\$40,444	-	\$40,000	\$36,409	\$34,219
Transportation And Distribution	\$28,385	\$28,958	\$25,029	\$27,766	\$28,662	\$26,593
Wine Business Management	6425	-	- 2	123	\$27,640	\$30,000
All Programs in Cluster*	\$30,538	\$33,247	\$28,791	\$30,000	\$32,209	\$30,000

* Does not include 6 programs with fewer than 5 graduates in the labour force.

Business Management

Program Cluster Satisfaction

Graduate Satisfaction with the usefulness of his/her college education in achieving his/her goals after graduation.*



* 2,510 graduates participated in this quantion.

Employer Satisfaction with employee overall college preparation for the type of work heishe was doing.*



* 266 amployers participated in this survey.

Program Cluster Historical Data

00-01 Grads	01-02 Grads	02-03 Grads	03-04 Grads	04-05 Grads	05-06 Grads	06-07 Grads	07-08 Grads	08-09 Grads	09-10 Grads
87.4%	84.3%	86.0%	84.6%	86.5%	87.3%	88.4%	86.2%	78.8%	77.1%
76.6%	73.6%	75.0%	73.8%	76.5%	76.2%	78.2%	76.4%	65.9%	64.9%
56.2%	53.7%	52.4%	53.4%	53.7%	55.4%	57.5%	56.4%	44.9%	41,4%
\$29,730	\$28,989	\$30,141	\$29,329	\$29,589	\$30,478	\$32,509	\$33,240	\$33,669	\$34,046
	Grads 87.4% 76.6% 56.2%	Grads Grads 87.4% 84.3% 76.6% 73.6%	Grads Grads Grads 87.4% 84.3% 86.0% 76.6% 73.6% 75.0% 56.2% 53.7% 52.4%	Grads Grads Grads Grads 87.4% 84.3% 86.0% 84.6% 76.6% 73.6% 75.0% 73.8% 56.2% 53.7% 52.4% 53.4%	Grads Grads <th< td=""><td>Grads Grads <th< td=""><td>Grads Grads Grad Grads Grads <thg< td=""><td>Grads Grads <th< td=""><td>Grads Grads <th< td=""></th<></td></th<></td></thg<></td></th<></td></th<>	Grads Grads <th< td=""><td>Grads Grads Grad Grads Grads <thg< td=""><td>Grads Grads <th< td=""><td>Grads Grads <th< td=""></th<></td></th<></td></thg<></td></th<>	Grads Grad Grads Grads <thg< td=""><td>Grads Grads <th< td=""><td>Grads Grads <th< td=""></th<></td></th<></td></thg<>	Grads Grads <th< td=""><td>Grads Grads <th< td=""></th<></td></th<>	Grads Grads <th< td=""></th<>

Working in Canada⁹

Professional Occupations in Business Services to Management (NOC - 1122)

- Ontario Rating: Not Available
- Employment Rating by Region:

Location	Employment Potential
HamiltonNiagara Peninsula Region	N/A
Kingston - Pembroke Region	N/A
KitchenerWaterlooBarrie Region	N/A
London Region	N/A
Muskoka-Kawarthas Region	N/A
Northeast Region	N/A
Northwest Region	N/A
Ottawa Region	Good
StratfordBruce Peninsula Region	N/A
Toronto Region	Good
Windsor-Sarnia Region	N/A

• Wage Range by Region:

Location	Wage (\$/hr)					
	Low	Median	High			
Ontario	18.00	33.65	56.41			
HamiltonNiagara Peninsula Region	N/A	N/A	N/A			
Kingston - Pembroke Region	18.00	33.65	56.41			
KitchenerWaterlooBarrie Region	17.33	28.85	50.96			
London Region	N/A	N/A	N/A			
Muskoka-Kawarthas Region	N/A	N/A	N/A			
Northeast Region	18.00	33.65	56.41			
Northwest Region	18.00	33.65	56.41			
Ottawa Region	N/A	N/A	N/A			
StratfordBruce Peninsula Region	18.00	33.65	56.41			
Toronto Region	N/A	N/A	N/A			
Windsor-Sarnia Region	N/A	N/A	N/A			

⁹ "Professional Occupations in Business Services to Management (NOC 1122)." *Working in Canada*. N.p., n.d. Web. 23 Aug. 2012. http://www.workingincanada.gc.ca/report-

eng.do?area=8792&lang=eng&noc=1122&action=final®ionKeyword=Peterborough%2C+Ontario&s=2&source=2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titleKeyword=Peterborough%2&titl

Working in Canada¹⁰

Administrative Officers (NOC - 1221)

• Ontario Rating: Not Available

• Wage Range by Region:

Location	Wage (\$/hr)					
	Low	Median	High			
Ontario	12.65	21.00	33.33			
HamiltonNiagara Peninsula Region	13.35	21.54	32.42			
Kingston - Pembroke Region	13.40	21.00	32.97			
KitchenerWaterlooBarrie Region	13.54	33.52				
London Region	13.46	20.00	31.25			
Muskoka-Kawarthas Region	14.00	18.50	27.00			
Northeast Region	12.98	21.00	32.80			
Northwest Region	12.65	21.00	33.33			
Ottawa Region	14.35	25.13	38.46			
StratfordBruce Peninsula Region	N/A	N/A	N/A			
Toronto Region	12.00	20.67	31.25			
Windsor-Sarnia Region	N/A	N/A	N/A			

¹⁰ "Administrative Officers (NOC 1221)." Working in Canada. N.p., n.d. Web. 23 Aug. 2012. http://www.workingincanada.gc.ca/report-

eng.do?area = 8792&lang = eng&noc = 1221&action = final&ln = p@ionKeyword = Peterborough%2C + Ontario&s = 1&source = 2&titleKeyword = organization + and + productivity + project + offic>.

Competitive Analysis ¹¹	MODERATE

The following information consists of OCAS yearly fall application and registration data as well as a conversion ratio for each program under this category:

Graduate Certificate

- Out of the direct competitors in 2011, Seneca had the highest conversion ratio (5:1)
- Overall, Centennial and Seneca had the highest conversion ratio in 2011 (5:1) and Humber had the lowest (9:1)

Graduate Certificate

Program: 70207 - PROJECT MANAGEMENT															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008		Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio		Reg. 2010	Conversion Ratio	Арр. 2011	Reg. 2011	Conversion Ratio
CENTENNIAL	90	15	6:1	104	26	4:1	146	20	7:1	129	25	5:1	113	23	5:1
HUMBER	143	19	8:1	138	18	8:1	252	53	5:1	213	19	11:1	188	21	9:1
SENECA	0			0			69	8	9:1	87	14	6:1	101	19	5:1
SHERIDAN	0			0			199	41	5:1	206	37	6:1	244	38	6:1
ST. CLAIR	21	11	2:1	11			8			0			2		
Total	254	45	6:1	253	44	6:1	674	122	6:1	635	95	7:1	648	101	6:1

Financial Analysis

NOT AVAILABLE

Source: Program Costing Analysis 2010/2011

- Contribution to Overhead: -
- Program Weight: 1.00
- Funding Unit: 1.10

Key Performance Indicators NOT AVALIABLE

Source: Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012

¹¹ Application data obtained from OCAS College Count Cube October 19, 2011Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011.Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset Prepared by Fleming Data Research (07-2012)

Resource Analysis Equipment

Staffing

Space