1.0 Industry Trends and Employment – PMG

To prepare for the program review phase of the process, Library researchers contribute by conducting a focused environmental scan that includes sourcing up to date information for your program with regard to trends in your industry or sector, as well as the labour market and employment.

Please use the following data sources to begin your review and analysis:

[Project Management – Main Page](http://department.flemingcollege.ca/pcr/programs/project-management-pmg/)

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| 1.1 [Industry and Sector Trends](http://flemingcollege.ca.libguides.com/c.php?g=352050&p=2928274&preview=b95f54d7aac762d4b69c9999be1eab9a)  Review and discuss the following:   * Industry / sector changes or issues identified by the Program Advisory Committee. * Recent labour market data or sector reports as provided by the Fleming Library Researchers. * Recent or anticipated changes in occupational standards, level of entry and credential and / or standards of accreditation.   Based on the above, do these changes or issues necessitate changes to your program, either immediately, or in the next few years? |
| ***Please summarize your findings here:***  PAC Notes   * Like being able to shape new hires. * Want the base skillset from graduates ie. Gantt chart, minutes, risk log, AG log, common sense, a practical PM with leadership abilities and learning how to influence people. * Key items are that they’re able to prioritize, how they will apply their skills, communication skills, software skills, problem solving abilities, how they work with other people, fitting into the culture of the organization, being flexible with the basics and able to figure out how to incorporate into learning.   Prepare students to understand how things are interpreted.   * Need to be able to apply the tools and understand the situation in order to get the job done. * It’s also key that they be able to react in a conflict situation and that they remain calm – being agile. * Feel a self-reflected personality assessment would be a good tool to understand personalities.  Many different people types on teams.  The Belbin tool is used when building project teams.  The School of Business has DISC profile but it’s not utilized in PM. * Joanne Duffy suggested Type Focus based on Meyers Briggs – she’ll send information to Jenny.  It’s being used In Law free to our students. * Discussion on creating course in semester one on using a self-evaluation tool and how to develop their own skills.  As well, in semester two on coaching students on how to understand the gaps to bring them up to a higher level. * Industry would hire an entry level position when presented with a post grad degree.  Useful to have tech. work, ie. Engineer, plus PM skills. * Different organizations apply projects in different ways.  There’s a spectrum of PM “on the runway”.  Need a PM diploma and a previous degree to get “on the runway” as well as knowledge of the organization. * Assign tasks that develop into projects so they learn along the way. * Suggestion to film students while presenting. * Applied projects should be offered as a competitive reward for academic goals and interviews by industry partners.  Reserve premier projects for the higher achievers. * Start portfolios of projects. * Test faculty as to “why” each course is important to the program – onsite coaching. * Small businesses don’t know who they should hire.  Diane coaches small businesses and recommends they hire someone with PMI. * There are challenges when interviewing International students.  Lack of English conversational skills, knowing how to “break the ice”, being book smart, the necessary skills for change management – being agile.  Pair them up with an “event” to build a network * Suggestion to include lean PM program philosophies. * Community Futures – Diane knows 50-60 businesses that don’t have the funds to hire.  Feels they’d be great prospects for applied projects. * Suggestion to offer a two hour workshop to teach organizations on how to be a good sponsor. * Personal sense of creativity should be relevant in executing and overcoming issues in projects. * Expectation in semester one should be to develop into a functional member; understand, teach and coach. * Suggestions on how to attract domestic students: offer ways to reach PMI designation through industry, offering content on-line or night classes.  Good portion of the marketplace is comprised of working students who aren’t able to take eight months off work. * Target market; ie. Bachelor of Science with a year of PM.  Market post graduates ie. Nurse Managers.  Soft landing into Trent or Bachelor degrees across the board.  Trades also good prospects. Link to industry jobs. * Need to get millennials before they start working ie. Four year undergrad plus one year PMG.  Bundle from grade 12 and need to sell parents on five year. * Brand the program.  Purpose of the program Applied offering creates the differential. |
| 1.2 [Labour Market and Employment Trends](http://flemingcollege.ca.libguides.com/c.php?g=352050&p=2928274&preview=b95f54d7aac762d4b69c9999be1eab9a)  Review and discuss the following:   * Graduate employment statistics over the last few years, including those of students employed in the field, in a related field, outside the field, or unemployed, and any emerging patterns in this data. * Emergent employment trends such as new types of positions, changing job market, regional distinctions, changing employer profile, or emerging skill shortages. |
| ***Please summarize your findings here:***  Out of 9 graduates available for work during the 2014-17 period, 56% are working and 44% are employed in a related field.    **Please note: these numbers are based on Domestic graduates only.**  This is a major blind spot – we must start doing a better job of tracking our international graduate employment, satisfaction, etc. Given the significant growth we continue to experience in international student enrollment, Fleming must find a way to better track the performance of our international students post-graduation. |

2.0 Key Performance Indicators – PMG

[Project Management – Main Page](http://department.flemingcollege.ca/pcr/programs/project-management-pmg/)

Please note:  you must use **Internet Explorer**when viewing this data from the**FDR website**.

Program performance indicators include quantitative and qualitative information that provide a measure of how well a program is performing.  Some of the quantitative performance indicators have reference points or benchmarks which can be used to compare program performance data to a goal or standard.

The Fleming Data Research website provides information about [Key Performance Indicators](http://department.flemingcollege.ca/pcr/data/key-performance-indicators).  These reports provide information on graduate employment, graduate satisfaction, employer satisfaction and student satisfaction for all post-secondary programs at Fleming College.  Information is provided from surveys conducted by an external firm, Forum Research Inc. as well as data provided by our own institutional research department – Fleming Data Research.

The indicators selected for **Program and** **Curriculum Review**include a quick review of the following each year in the May/June period and more comprehensive analysis of patterns and trends by internal and external stakeholders, every five years.

**Review, analyze and record brief comments in the space provided below on the formal Key Performance Indicator (KPI) results for your program.**

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| **2.1 Student Satisfaction**   * In addition to the formal Student Satisfaction KPI results, comment upon any other formal or informal discussions with students and graduates such as class councils, class representatives, individuals or delegations, or debriefing sessions following a field placement, clinical placement, or practical work integrated learning experience. |
| ***Please fill in your analysis of this KPI factor below:***   * From the focus group students would like to have more content on portfolio development to help them in career advancement. * Students within the group felt that they needed an idea of how to better advocate for themselves and the idea of project management as a profession. * As this is relatively new to the workplace students wish to be able better showcase their skill-set to potential employers. * Students would like to have more access to job fairs perhaps more strategic in being geared towards companies more likely to need project management graduates. In addition students stated that they would like some more work and training on how to prepare for interviews. * The focus group felt that a co-op option would be beneficial to create a link to industry. * There was a feeling that a standardized test would help to ensure that all students were on the same page.  Perhaps this could be the CAPM and the cost should be included in tuition. * When asked if a preparatory boot camp offered by the college to promote engagement in english language, Canadian culture, college expectations class work and field trips would be beneficial the focus group said “make it mandatory”. |
| **2.2 Retention Rate**   * Use the IPP  (Integrated Program Planning) data that focuses on Retention. * Review patterns of retention on a semester by semester basis as well as graduation rates over the last five years. * Comment on the effectiveness of any strategies adopted to improve student retention. |
| ***Please fill in your analysis of this KPI factor below:***     |  |  | | --- | --- | |  | Sem 1-2 | | Fall 2012Win 2013 | 91% | | Fall 2013Win 2014  Sum 2014 | 97% | | Fall 2014Win 2015  Sum 2015 | 99% | | Fall 2015Win 2016 | 98% |     Overall, the retention rates in PM are very high.  [https://department.flemingcollege.ca/pcr/attachment/10014/thumb/300x154](https://department.flemingcollege.ca/pcr/attachment/10014/download) |
| **2.3 Graduation Rate**   * Review patterns of graduation rates on a semester by semester basis over the last five years. |
| ***Please fill in your analysis of  this KPI factor below:***  [https://department.flemingcollege.ca/pcr/attachment/10015/thumb/300x49](https://department.flemingcollege.ca/pcr/attachment/10015/download) |
| **2.4 Graduate Satisfaction**   * Review patterns of graduation satisfaction and provide content. |
| ***Please fill in your analysis of this KPI factor below:***  Generic & Vocational Learning outcomes = 86%  Learning experiences =  84%  Teachers = 89%    Overall satisfaction with the program is 65% which is low compared to the college average of 83%.    **Please note that these numbers are based on domestic students only and do not fully represent the entire student population.** |
| 2.5 Enrolment Trends and Demand   * Your team will review and analyze the patterns in the number of program applicants,  confirmations and actual registrants over the past 5 years. You will also examine changes, if any, in the student demographic profile and the impact, if any, of this changing student profile on program curriculum. * Assess whether the program curriculum needs to change based on the above analysis. * Below is an excel table that provides Day 10 enrolment numbers for Fleming for the last 10 years, use this information to assist you with your analysis.   [Enrolment Trends](https://department.flemingcollege.ca/pcr/data/enrolment-trends/) page with table.   * Please review the IPP  (Integrated Program Planning) data that focuses on trends related to student demand, and the related ‘Situational Analysis’ information included for your program – the  Demand Trending Tab & Situational Analysis Tabs. |
| ***Please fill in your analysis of enrolment trends and demand for your program below:***   * Since the last review three years ago, the enrollment rate in the Project Management program has doubled with the majority of students enrolled from India. * This large intake of student numbers necessitates assessing the delivery approach and the viability of applied projects. * One recommendation is to pilot a BYOD (bring your own device) online simulation.   [https://department.flemingcollege.ca/pcr/attachment/10016/thumb/300x153](https://department.flemingcollege.ca/pcr/attachment/10016/download)  Applications have increased steadily with a marked increase from 2015-17.  [https://department.flemingcollege.ca/pcr/attachment/10017/thumb/300x155](https://department.flemingcollege.ca/pcr/attachment/10017/download)  Registrations have increased since the program began in 2012/13 with a slight drop from 2015-16.  [https://department.flemingcollege.ca/pcr/attachment/10018/thumb/267x300](https://department.flemingcollege.ca/pcr/attachment/10018/download)  While registrations increased from 2014-15, they dropped from 86 to 75 from 2015-16.  The net income and CTO also experienced a decrease in fiscal 2016.  [https://department.flemingcollege.ca/pcr/attachment/10019/thumb/300x191](https://department.flemingcollege.ca/pcr/attachment/10019/download) |

4.0 Strategic Positioning – PMG

[Project Management – Main Page](http://department.flemingcollege.ca/pcr/programs/project-management-pmg/)

 4.1 College and School Alignment

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| * Review program alignment with college priorities such as vision, mission, values, strategic plan, academic plan and the educational mandate, and / or academic priorities of the School. |
| **Comments :** |
| 4.2 Competitor Programs   * Analyze key parallels and differences between this program and those of its closest competitors, where applicable. * Comment on the ’Value-added’ program distinctions and their attractiveness to prospective students.   [Competitor Analysis by Fleming Data Research](https://department.flemingcollege.ca/fdr/competitor-analysis/)  (use **Internet Explorer** to view information) |
| **Comments :**  In the Eastern region Colleges offering PMG are Durham College and Algonquin College.   * Durham – <http://www.durhamcollege.ca/programs/project-management>   + BYOD (Bring Your Own Device) with specific software and hardware requirements   + Currently Fleming College Fees are approximately $4000 higher. * Algonquin – <http://www.algonquincollege.com/business/program/project-management/>   + BYOD Program – specific software and hardware requirements (there are links to specific devices advertised on the page)   + etexts are available with etext fees included.   + 60 hours of applied project and 60 hours of field placment   + Currently Fleming College fees are approximately $2000 higher   In the Central Region the colleges offering PMG are Centennial, George Brown, Humber and Sheridan.  While not direct competition these colleges are within fair driving distance of Fleming college.  (Note: This program is being offered entirely online by Fanshawe)   * Centennial – <http://www.centennialcollege.ca/programs-courses/full-time/project-management/>   + Three semester program with one semester of Internship     - 1st and 2nd semester courses must be 80% completed with a minimum GPA of 2.5 to move into internship.   + Licensed by PMI (Project Management Institute)   + Fees listed are currently approximately $3000 lower than Fleming fees (note that program ancillary fees were not listed)   + This program is also delivered alternately at the Pickering Learning Site adjacent to the pickering GO train station. * George Brown – <http://www.georgebrown.ca/B415-2017-2018/>   + 2 semester program that is broken into 7 week blocks * Humber – <http://appliedtechnology.humber.ca/programs/certificates/project-management.html>   + Recognized education provider by PMI   + upon graduation grads have satisfied educational component to write certifications exams   + Simulation course and Applied Project * Sheridan – <https://academics.sheridancollege.ca/programs/project-management.aspx>   + 2 semesters with a Co-Op option   + BYOD   + Capstone Applied Project |
| [4.3 Learning Pathways](http://flemingcollege.ca/education-pathways/)   * Comment on recent or anticipated initiatives that promote student pathways including secondary school partnerships, dual credits, program laddering, dual diplomas, and university transfer, articulations, and partnerships. * Identify any new pathways that could be developed.   [Educational Pathways](http://flemingcollege.ca/education-pathways) |
| **Comments :** |
| 4.4 New Program or Redesign ideas   * Are there opportunities for new program initiatives based on Program, School, or community strengths and alliances?   [Process for New Program Development](https://mycampus.flemingcollege.ca/group/portal/new-product-development) |

6.0 Program Resources – PMG

[Project Management – Main Page](http://department.flemingcollege.ca/pcr/programs/project-management-pmg/)

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| 6.1 Program Revenue and Expenses   * Please review the Integrated Program Planning (IPP) information for your program. * Are program resources adequate, in the context of program currency and student numbers? (e.g. laboratory equipment, software, library holdings, or tools essential to program delivery and student learning. * Are there opportunities for further program specific external revenue such as sponsorship, grants, donations or gifts-in-kind? |
| **Comments:**   * With a 2016 contribution margin of 46%, PMG’s financial performance is second only to the IBM program in the School of Business. * The program continues to attract a substantial and growing number of international students. This, in turn, will further enhance PMG from a financial standpoint in the short-to-medium term. * In the long-term, the PMG program should look to diversify its enrollment by attracting international students from a broader cross-section of countries. * Likewise, more needs to be done to attract domestic students, specifically, recent university graduates. * This strategy will hedge against unexpected visa restrictions, travel bans, etc. that currently threaten PMG enrollment. |
| 6.2 Faculty and Staff Resources  Please comment on:   * The number and distribution of all faculty, technicians, and technologists associated with the program including full-time, part-time, sessional, and cross-appointments. * Profile of the faculty, and staff associated with the program including cumulative credentials, scholarship, work-related and teaching experience, and expertise in education. * Significant faculty or staff accomplishments such as professional recognition and awards, achievement of credentials, and appointments. * Hiring priorities over the next few years based on the above. |
| **Comments:**   * The PMG program makes use of full-time, partial-load and part-time faculty. PMG only has one fully dedicated full-time faculty. * The predominance of courses are taught by partial load faculty and we typically hire two or three faculty into part-time teaching contracts to round out the staff complement. * The PMG program is fortunate to have a consistent and highly dedicated team of faculty who, with a few exceptions,  return to teach in the program semester after semester. * In the Spring of 2017, D’Arcy McKittrick was nominated for, and won, the Vice President Academic Contract Faculty Teaching Excellence Award. * Given the significant growth experienced by this program in recent semesters, advocacy for additional full-time faculty hires is currently underway. Moreover, a joint IBM/GBS and PMG full-time hire has already been approved and interviews are currently underway as of June 2017. |