



# College Annual Action Plan 2007-2008

**EXECUTIVE SUMMARY (Revised)**

Board of Governors (October 26, 2007)



October 2007  
Champlain Regional College

## Introduction

The College Annual Action Plan (CAAP) is Champlain's main planning document for the 2007-2008 academic year and consists of goals and actions grouped under eight areas:

- Area 1: Clarifying Institutional Mission
- Area 2: Facilitating and Enhancing Student Success
- Area 3: Developing and Improving Academic Programs
- Area 4: Maintaining and Increasing Student Enrolment
- Area 5: Maintaining and Developing Human Resources
- Area 6: Operational Priorities for the Current Year
- Area 7: Institutional Planning and Communications
- Area 8: Strengthening Enrolment and Retention at Champlain Lennoxville

Each of these areas is further divided into one or more subareas. The first five of these areas, along with their constituent subareas, are based directly on the Strategic Issues and Subissues identified in the 2004-2008 Strategic Action Plan (SAP). For these five areas, the CAAP includes all strategic actions scheduled to take place during the 2007-2008 academic year. Thus, the Strategic Action Plan provides the foundation for the CAAP. The three remaining areas, along with their constituent subareas, provide a framework for organizing goals and actions that reflect the College's other priorities during the 2007-2008 academic year.

This Executive Summary presents information on all of the goals contained in the CAAP for 2007-2008. The timelines for each goal are based on the earliest start date of any action associated with that goal and the latest finish date.

The original version of the CAAP was approved by the Board of Governors at its June 2007 meeting. This revised version was approved by the Board at its October 2007 meeting.



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## Area 1 - Clarifying Institutional Mission

### Subarea 1 - Revising the mission of the College

- Goal 2** Foster a sense of understanding and ownership of the mission among all College community members.  
*Being integrated into regular operations.*

## Area 2 - Facilitating and Enhancing Student Success

### Subarea 1 - Facilitating student success at Champlain - Lennoxville

#### PROBLEM 1. Target Population: Session d'accueil (081.01) students

**Obstacle 1. Students have insufficient or inappropriate learning strategies and habits for meeting the demands of college level academic study**

- Goal 1** Assist students in developing a sufficient repertoire of learning strategies and habits appropriate for success in college-level studies.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. A lack of clear academic and career goals makes it difficult for 081.01 students to choose an appropriate program of study**

- Goal 1** Provide students with the necessary academic and career planning support to (1) establish clear long-term academic and career goals and (2) select the most appropriate academic program for helping them achieve those goals.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

#### PROBLEM 3. Target Population: Computer Information Systems students

**Obstacle 1. Students are inadequately prepared to meet current course demands in 420-101-LE (Structured Programming) and 420-201-LE (Problem Solving and Program Design).**

- Goal 1** Assist students in successfully meeting the demands of 420-101-LE (Structured Programming) and 420-201-LE (Problem Solving and Program Design).  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 4. Target Population: Computer Information Systems students**

**Obstacle 1. Regular course software licenses do not allow students to install copies on their home computers**

**Goal 1** Ensure that CIS students have legal access to course software on their home computers.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**PROBLEM 5. Target Population: Students in Technical Programs**

**Obstacle 1. Students lack interest in the General Education courses because they don't see them as having any relevance**

**Goal 1** Make General Education courses more relevant for students in technical programs.

TIMEFRAME: Mon., 20-Aug-2007 to Sun., 8-Jun-2008

**Goal 2** Make students more aware of the relevance of general education courses to the technical programs.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 6. Target Population: Science students**

**Obstacle 1. Students are inadequately prepared to meet current course demands in Math, Physics and Chemistry.**

**Goal 1** Assist students in meeting the demands of Math, Physics and Chemistry courses.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 7. Target Population: Social Science students**

**Obstacle 2. Students are inadequately prepared to meet current course demands in 360-300-RE (Quantitative Methods) and 383-920-LE (Macroeconomics)**

**Goal 1** Assist students in successfully meeting the demands of 360-300-RE (Quantitative Methods) and 383-920-LE (Macroeconomics).

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 2** Revise course curriculum as needed in 360-300-RE (Quantitative Methods) and 383-920-LE (Macroeconomics) to ensure an optimal balance between student characteristics and the role of the course in achieving program requirements (competencies).

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 3** Revise pedagogical methods as needed in 360-300-RE (Quantitative Methods) and 383-920-LE (Macroeconomics) to ensure their appropriateness for achieving course objectives in light of student characteristics.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 8. Target Population: Social Science (Commerce) students**

**Obstacle 1. The current demands of 201-103-LE (Differential Calculus) may exceed the level of preparation provided by Math 536 in high school.**

**Goal 2** Assist students in successfully meeting the demands of 201-103-LE (Differential Calculus).

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 3** Revise, as appropriate, the curriculum of 201-103-LE (Differential Calculus) to better match the realities of entering students' preparation and the objectives of the Commerce program.

TIMEFRAME: Mon., 14-Jan-2008 to Sun., 8-Jun-2008

**Goal 4** Revise, as appropriate, the pedagogical methods used in 201-103-LE (Differential Calculus) to better match the realities of entering students' preparation and the objectives of the Commerce program.

TIMEFRAME: Mon., 14-Jan-2008 to Sun., 8-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 9. Target Population: Fine Arts students**

**Obstacle 1. Students lack interest in the general education courses because they don't see them as having any relevance**

**Goal 1** Make students aware of the relevance of General Education courses to the Fine Arts program.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 2** Develop and maintain student interest in General Education courses at a level such that courses are completed in a timely fashion.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 21-Dec-2007

**PROBLEM 10. Target Population: Bylaw 8 students**

**Obstacle 1. Bylaw 8 students need additional supervision and support in order to achieve minimum academic performance levels necessary for remaining in the college**

**Goal 1** Provide readmitted Bylaw 8 students with appropriate additional supervision and support to increase the likelihood of improved academic performance.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 12. Target Population: Francophone students**

**Obstacle 1. Students don't have sufficient English Language skills to meet the demands of some of the introductory core courses in the current Social Science profile/curricula/course sequences**

**Goal 1** Students will improve their English Language skills to a level necessary for passing introductory core courses.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 2** Assist entering students in selecting courses and course loads appropriate to their level of language proficiency.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 12. (CONTINUED)**

**Obstacle 1. (CONTINUED)**

**Goal 3** Modify, as appropriate, the curriculum of introductory core courses to better accommodate the language proficiency of entering students.

TIMEFRAME: Mon., 20-Aug-2007 to Sun., 8-Jun-2008

**Goal 4** Modify, as appropriate, the pedagogical methods used in introductory core courses to better accommodate the language proficiency of entering students.

TIMEFRAME: Mon., 20-Aug-2007 to Sun., 8-Jun-2008

**PROBLEM 13. Target Population: Student athletes**

**Obstacle 1. Student athletes place insufficient emphasis on academics and academic performance**

**Goal 1** Student athletes will place increased emphasis on academics and academic performance.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Goal 2** Reward or acknowledge strong academic performance by student athletes in a significant and public fashion.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. Some student athletes lack appropriate learning strategies and habits**

**Goal 1** Assist academically weak student athletes in developing and using appropriate learning strategies and habits in their courses.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 15. Target Population: Graduating students**

**Obstacle 1. We need to explicitly value and recognize the accomplishments of students in completing their DEC's.**

**Goal 1** Value and recognize, in a significant and public fashion, the academic accomplishments of graduating students in completing their DEC's.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 17. Target Population: All students**

**Obstacle 1. Possible inconsistencies or inadequacies in the delivery of career counselling services, academic advising and new student orientation**

**Goal 1** Provide a centralized location for career counselling services and materials.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 18. Target Population: All students**

**Obstacle 1. Timely access to effective psychological services**

**Goal 1** Ensuring that students have timely access to effective services from a professional psychologist.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 19. Target Population: All students**

**Obstacle 1. Although students are aware of the existence of particular services and sources of assistance, they don't make use of those services**

**Goal 1** Aid students in discovering how Learning Centre resources can assist them with their specific concerns.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 20. Target Population: All students**

**Obstacle 1. Providing students with co-curricular activities appropriate to their program of study.**

**Goal 1** Provide students with meaningful co-curricular activities appropriate to their program of study.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 21. Target Population: All students**

**Obstacle 1. Inconvenient or inadequate hours of the computer lab**

**Goal 1** Increase the hours during which the computer lab is available to students for completing academic assignments.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 22. Target Population: Faculty**

**Obstacle 1. Library acquisitions in the areas of student success, postsecondary teaching and learning are extremely limited**

**Goal 1** Ensure the continued growth of the Champlain Teaching Resource Centre.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**PROBLEM 23. Target Population: Faculty, staff and students**

**Obstacle 1. Inadequate communication of student success news and information to the college community.**

**Goal 1** Develop and implement effective methods for communicating news and information about student success initiatives to the college community.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 27-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 1 - Facilitating student success at Champlain - Lennoxville**

**PROBLEM 24. Target Population: Business (AMT) Students**

**Obstacle 1. Students are inadequately prepared to meet current course demands in Accounting.**

**Goal 1** Assist AMT students in meeting the demands of Accounting courses.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 16-May-2008

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 1. Target Population: Accounting and Management (410.B0) students**

**Obstacle 2. Some students are unable to meet the current demands of the first-year Accounting courses.**

**Goal 1** Assist students in mastering the course material in the first-year Accounting courses.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 2. Target Population: Science students**

**Obstacle 1. Students have insufficient high school preparation to meet the demands of their BNX, NYA and NYB courses.**

**Goal 1** Provide appropriate assistance to students to meet the demands of mathematics, chemistry and physics BNX, NYA and NYB courses.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

## Area 2 - Facilitating and Enhancing Student Success

### Subarea 2 - Facilitating student success at Champlain - St. Lawrence

#### PROBLEM 3. Target Population: Science students

##### Obstacle 1. Lack of information about the result of the changes to enrolment requirements.

**Goal 1** Determine the effectiveness of the BNX bridging courses in facilitating subsequent success in the Science program in order to compare it to the data already available on these courses before the change.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 27-Jun-2008

#### PROBLEM 4. Target Population: Science students

##### Obstacle 1. Difficulty in making the transition from high school to cegep as is revealed in mid-term grades.

**Goal 1** Advising/counselling students for success.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

#### PROBLEM 5. Target Population: Social Science students

##### Obstacle 1. For some students, their language skills are an impediment to meeting current course demands in 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), 350-102 (Intro to Psychology), 387-110 (Sociology - Social Institutions) and 603-101 (Components of Discourse).

**Goal 1** Assist students in developing their language skills to the level required to meet course demands in 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), 350-102 (Intro to Psychology), 387-110 (Sociology - Social Institutions) and 603-101 (Components of Discourse).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Goal 2** Identify the most common areas of weakness in language skills among students in 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), 350-102 (Intro to Psychology), 387-110 (Sociology - Social Institutions) and 603-101 (Components of Discourse).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 5. (CONTINUED)**

**Obstacle 1. (CONTINUED)**

**Goal 3** Develop and implement appropriate measures to address identified areas of language difficulty for students in 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), 350-102 (Intro to Psychology), 387-110 (Sociology - Social Institutions) and 603-101 (Components of Discourse).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. Students' learning skills and strategies are insufficient to meet the course demands of 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), 350-102 (Intro to Psychology)**

**Goal 2** Identify the main areas of student weakness in learning skills and strategies as they pertain to 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), and 350-102 (Intro to Psychology).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Goal 3** Develop and implement appropriate measures to address identified areas of student weakness in learning skills and strategies as they pertain to 300-300 (Intro to Methodology), 330-910 (Intro to Western History), 383-920 (Intro to Macroeconomics), and 350-102 (Intro to Psychology).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 3. Students' math and computational skills may be insufficient to meet current course demands in 360-300 (Quantitative Methods).**

**Goal 1** Assist students in developing the math and computational skills needed to meet course demands in 360-300 (Quantitative Methods).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Goal 2** Identify the main areas of weakness in students' math and computational skills as they pertain to 360-300 (Quantitative Methods).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 5. (CONTINUED)**

**Obstacle 3. (CONTINUED)**

**Goal 3** Develop and implement appropriate measures to address identified areas of student weakness in math and computational skills for 360-300 (Quantitative Methods).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 6. Target Population: Social Science (Commerce) students**

**Obstacle 1. Students arrive from high school with insufficient math skills to deal with the course demands of 201-103-RE (Calculus I).**

**Goal 1** Assist students in developing their math skills to the level necessary for meeting the demands of 201-103-RE (Calculus I).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. We lack a clear understanding of why students are failing 201-103-RE (Calculus I)**

**Goal 1** Determine the most common causes for students' difficulty with 201-103 RE (Calculus I).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Goal 2** Develop and implement appropriate measures to address the most common sources of student difficulty with 201-103-RE (Calculus I).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 7. Target Population: CALL (500.A1) students**

**Obstacle 1. Insufficient French language skills to meet current course demands in 602-103 (Culture française et littérature)**

**Goal 1** Assist students in developing their French language skills to the level required to meet the demands in 602-103 (Culture française et littérature).

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. Limitations of current program profiles (all profiles require 602-103 level of FSL)**

**Goal 1** Develop and implement new program profiles that better meet the needs of students entering with weaker French language skills.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 8. Target Population: Out-of-town students**

**Obstacle 1. Students' loss of social support networks is interfering with their academic performance.**

**Goal 1** Facilitate the social integration of out-of-town students and their development of social support networks.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 9. Target Population: Student athletes**

**Obstacle 1. Insufficient time-management skills to maintain an appropriate balance between students' academic responsibilities and their athletic activities.**

**Goal 1** Assist student athletes in developing effective time-management skills to appropriately balance their academic and athletic responsibilities.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 27-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 10. Target Population: All students**

**Obstacle 1. Students enter college with insufficient English language skills to meet the demands of their courses.**

**Goal 1** Assist students in developing their English language skills to the level necessary for meeting the demands of their courses.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Obstacle 2. Predominantly French-speaking environment of most St Lawrence students**

**Goal 1** Provide an out-of-class environment at St. Lawrence that encourages the use of English.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 11. Target Population: All students**

**Obstacle 1. Timely access to effective psychological services**

**Goal 1** Ensure that students have timely access to effective services from a professional psychologist or counsellor.

**PROBLEM 12. Target Population: All students**

**Obstacle 1. Possible inadequacies in the availability of career counselling services.**

**Goal 1** Provide effective career counselling services for students.

TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008

**Goal 4** Make computer-assisted career counselling available to students

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 2 - Facilitating student success at Champlain - St. Lawrence**

**PROBLEM 12. (CONTINUED)**

**Obstacle 2. Possible inadequacies in the availability of academic advising services.**

**Goal 1** Provide effective academic advising services to students.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**PROBLEM 13. Target Population: All students**

**Obstacle 1. Computer technical support may not be accessible to students when they need it.**

**Goal 1** Expand the accessibility of computer technical support to students.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 15. Target Population: All students**

**Obstacle 1. Insufficient availability of Spanish and German language lab monitors to provide students with additional lab time beyond scheduled classes.**

**Goal 1** Provide students taking Spanish or German courses with increased access to a properly staffed language lab.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 16. Target Population: All students**

**Obstacle 1. Providing students with co-curricular activities appropriate to their program of study.**

**Goal 1** Provide students with meaningful co-curricular activities appropriate to their program of study.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 1. Target Population: Introduction to College Studies (ICS) students**

**Obstacle 1. Poor self-image**

**Goal 1** Assist students in developing a more positive self-image.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 3. Lack of clear and appropriate educational and career goals and/or plans for achieving those goals**

**Goal 1** Assist students in developing clear and realistic educational and career goals.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 2. Target Population: Business Administration students**

**Obstacle 1. Access to relevant certifications in the field of sport management.**

**Goal 1** Ensuring that all 410 students have access to relevant certifications for their industry.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 3. Target Population: Students in Technical programs**

**Obstacle 1. Students don't perceive that their programs make an effort to welcome, integrate and support them.**

**Goal 1** Students will feel welcomed, integrated and supported by their programs.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 27-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 3. (CONTINUED)**

**Obstacle 2. Lack of a common block in the academic schedule**

**Goal 1** Modify course scheduling procedures, as feasible, to create a common block of free time for students in technical programs.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 4. Target Population: Students in Technical programs**

**Obstacle 1. The programs do not deliver on the expectations they create for students, particularly in the 1st semester**

**Goal 1** Ensure that technical programs are creating clear and accurate expectations for entering students.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**PROBLEM 5. Target Population: Students in Technical programs**

**Obstacle 1. Some teachers lack the opportunity to upgrade their skills because funds for training and self-learn materials are not available.**

**Goal 1** Enable and encourage teachers to master new material that is more likely to stimulate student interest in the curriculum.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 27-Jun-2008

**PROBLEM 6. Target Population: Science students**

**Obstacle 1. Students' level of preparation in high school science and math is insufficient to meet the demands of 1st- and 2nd-semester science and math courses as currently taught.**

**Goal 1** Assist students in mastering the material of 1st- and 2nd-semester math and science courses.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 6. (CONTINUED)**

**Obstacle 2. Many teachers have unrealistic expectations about the level of preparation for science and math that students should be obtaining in high school**

**Goal 1** Ensure that math and science teachers have a clear understanding of the realities of the high school math and science curriculum

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 27-Jun-2008

**PROBLEM 8. Target Population: Science students**

**Obstacle 2. Some students in need of assistance don't ask for help until it is too late**

**Goal 1** Develop a student culture where help-seeking is an accepted and valued behaviour.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 9. Target Population: Science students**

**Obstacle 1. Parents, high school guidance counsellors and high school vice-principals pressure students into choosing a science program even though the student has little or no interest in Science**

**Goal 1** Develop and provide informational materials to parents and high school counsellors that will enable them to make more informed decisions about whether they should encourage their child to pursue a Science program.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 11. Target Population: Social Science (Commerce) students**

**Obstacle 1. Students' level of preparation in high school math is insufficient to meet the demands of 1st- and 2nd-semester math courses as currently taught**

**Goal 1** Assist students in mastering the material of 1st- and 2nd-semester Calculus courses (201-103-RE and 201-203-RE).

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 16-May-2008

**PROBLEM 12. Target Population: Bylaw 8 students**

**Obstacle 1. Lack of clear educational and career goals**

**Goal 1** Assist students in developing clear and realistic educational and career goals.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Goal 2** Assist students in developing effective plans for accomplishing their educational and career goals.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 2. Insufficient or inappropriate learning strategies and habits to meet the demands of college**

**Goal 1** Assist students in developing and using a repertoire of academic skills, strategies and habits appropriate for the college environment.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Obstacle 3. Interference from part-time jobs and other external commitments**

**Goal 1** Assist students in selecting appropriate course loads given their external commitments.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 14. Target Population: All students**

**Obstacle 1. Timely access to effective academic advising services.**

**Goal 1** Ensuring that students have timely access to effective services from an academic advisor.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**PROBLEM 15. Target Population: All students**

**Obstacle 1. Timely access to effective counselling services**

**Goal 1** Ensuring that students have timely access to effective services from a counsellor.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 16. Target Population: All students**

**Obstacle 1. Access to tutors**

**Goal 1** Ensuring that students have timely access to tutoring.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 17. Target Population: All students**

**Obstacle 1. Students often do not realize that they have plagiarized.**

**Goal 1** Ensuring that students have the tools that will ensure that they do not plagiarize.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 3 - Facilitating student success at Champlain - St. Lambert**

**PROBLEM 19. Target Population: Introduction to College Studies (ICS) students**

**Obstacle 1. The expertise in what works to motivate ICS students may not be internal to the college.**

**Goal 1** To provide ICS students with exposure to subject experts in the field of success. The advantage in this approach is that guest lecturers bring special commitment and expertise in the field of student success and often hold more "weight" with the students (because they are subject experts) than the dean or counsellor or advisor.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 16-May-2008

**PROBLEM 20. Target Population: All faculty**

**Obstacle 1. Faculty members are not always aware of the coherency and relevancy of the curriculum, nor of the fairness of the evaluation**

**Goal 1** To provide an environment where faculty members can get support in the process of establishing educational goals for their students; designing curriculum and externships relevant to the programs in which they are teaching; participate in professional development activities; and establish working groups for the purpose of curriculum development.

TIMEFRAME: Mon., 13-Aug-2007 to Fri., 27-Jun-2008

**Subarea 4 - College-wide measures to facilitate and enhance student success**

**PROBLEM 1. Target Population: College-wide**

**Obstacle 1. Need for effective ongoing coordination of the College's student success planning, evaluation and reporting activities.**

**Goal 1** Ensure that the student success planning, evaluation and reporting activities of the College are coordinated effectively.

TIMEFRAME: Mon., 20-Aug-2007 to Fri., 27-Jun-2008

**Area 2 - Facilitating and Enhancing Student Success**

**Subarea 4 - College-wide measures to facilitate and enhance student success**

**PROBLEM 2. Target Population: College-wide**

**Obstacle 1. Lack of an effective means of communicating information about student success measures and resources to members of the College community.**

**Goal 1** Working with the campuses, develop and implement effective means of keeping members of the College community informed about student success measures and resources.

TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008

**PROBLEM 3. Target Population: Program and department coordinators**

**Obstacle 2. Program and department coordinators require training in how to use STAR and interpret the reports.**

**Goal 1** Ensure that program and department coordinators know how to use the STAR applications and interpret the reports.

TIMEFRAME: Mon., 24-Sep-2007 to Fri., 13-Jun-2008

**PROBLEM 5. Target Population: College-wide**

**Obstacle 1. Cost of operating and developing the PERFORMA Master Teacher Program**

**Goal 1** Promote and facilitate the continued development and availability of the PERFORMA Master Teacher Program.

TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008

## Area 3 - Developing and Improving Academic Programs

### Subarea 1 - Providing educational programs that respond to current and emergent community needs and interests

- Goal 1** Ensure that existing programs in the Regular Day sector respond to the needs and interests of students, universities and employers in the communities we serve.  
*Operationalized in 2007-2008 through goals under CAAP Area 6, Subarea 5 (Program development, evaluation and revision).*
- Goal 2** Ensure that existing programs in the Continuing Education sector respond to emerging needs and interests of students and employers in the communities we serve.  
*Operationalized in 2007-2008 through goals under CAAP Area 6, Subarea 5 (Program development, evaluation and revision).*
- Goal 3** Develop, where feasible, new programs in the Regular Day sector that respond to emerging needs and interests of students, universities and employers in the communities we serve.  
*Operationalized in 2007-2008 through goals under CAAP Area 6, Subarea 5 (Program development, evaluation and revision).*
- Goal 4** Develop, where feasible, new programs in the Continuing Education sector that respond to emerging needs and interests of students and employers in the communities we serve.  
*Operationalized in 2007-2008 through goals under CAAP Area 6, Subarea 5 (Program development, evaluation and revision).*

### Subarea 2 - Ensuring program delivery that maximizes student learning

- Goal 6** Design and implement systematic procedures for assessing the physical facility needs of programs (for purposes of teaching and learning) and evaluating the extent to which current facilities meet those needs.  
*Operationalized for 2007-2008 through goals and actions in the CAAP under Subareas 2 (Development of information systems) and 3 (Strategic renovations and facilities development) of Area 6 (Operational Priorities for the Current Year).*
- Goal 7** Renovate, as feasible, the physical facilities in order to better meet the identified needs of programs.  
*Operationalized for 2007-2008 through goals and actions in the CAAP under Subareas 2 (Development of information systems) and 3 (Strategic renovations and facilities development) of Area 6 (Operational Priorities for the Current Year).*

## Area 3 - Developing and Improving Academic Programs

### Subarea 2 - Ensuring program delivery that maximizes student learning

**Goal 8** Design and implement systematic procedures for assessing the equipment and material resource needs of programs and evaluating the extent to which current resources are meeting those needs.

*Operationalized for 2007-2008 through goals and actions in the CAAP under Subareas 2 (Development of information systems) and 3 (Strategic renovations and facilities development) of Area 6 (Operational Priorities for the Current Year).*

**Goal 9** Replace and/or increase equipment and material resources in order to better meet the needs of programs.

*Operationalized for 2007-2008 through goals and actions in the CAAP under Subareas 2 (Development of information systems) and 3 (Strategic renovations and facilities development) of Area 6 (Operational Priorities for the Current Year).*

## Area 4 - Maintaining and Increasing Student Enrolment

### Subarea 1 - Strengthening marketing and recruitment

**Goal 2** Make target clientele audiences aware of our programs and the advantages of studying at Champlain.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

*Operationalized in 2007-2008 through goals and actions under Subarea 1 (Marketing and recruitment) of CAAP Area 8 (Strengthening Enrolment and Retention at Champlain Lennoxville).*

## Area 5 - Maintaining and Developing Human Resources

### Subarea 3 - Evaluation of faculty to facilitate professional development and enhance program quality

**Goal 1** With the involvement of faculty, design and implement an effective and efficient faculty evaluation process so as to facilitate professional development and enhance program quality.

*Operationalized in the 2007-2008 CAAP through goals and actions under Subarea 4 (College bylaws, policies and procedures) of Area 6 (Operational Priorities for the Current Year).*

**Area 6 - Operational Priorities for the Current Year**

**Subarea 1 - Transitions in administration and governance**

- Goal 1** Ensure the smooth integration of the new Director General.  
TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008
- Goal 2** Ensure the smooth integration of new members of the Board of Governors.  
TIMEFRAME: Tue., 4-Sep-2007 to Mon., 23-Jun-2008  
DESIRED OUTCOMES: (1) New Board members are provided with key policy, planning and regulatory documents; (2) New Board members are informed about...
- Goal 3** Ensure that the staffing of Administrative Services is appropriate for meeting the strategic goals and objectives of Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 4** Increase the operational effectiveness of Administrative Services at Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 5** Facilitate the transfer of critical operational knowledge from key Administrative Services personnel at Champlain Saint-Lambert prior to their departure or retirement.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 6** Facilitate the transfer of critical operational knowledge to new Academic Services personnel.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 7** Ensure that the staffing of Academic Services is appropriate for meeting the strategic goals and objectives of Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 8** Ensure that the campus community is informed about the changes in Academic Services.  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 31-Aug-2007

## Area 6 - Operational Priorities for the Current Year

### Subarea 1 - Transitions in administration and governance

**Goal 9** Facilitate the transfer of critical operational knowledge from key personnel at Champlain St. Lawrence prior to their departure or retirement.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

### Subarea 2 - Development of information systems to meet the needs of the College

**Goal 1** Expand our Web-based services to students and employees.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Goal 2** Expand our client/server applications.

TIMEFRAME: Tue., 4-Sep-2007 to Mon., 30-Jun-2008

**Goal 3** Ensure that the long-term information technology needs of Champlain - St. Lawrence are being met.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) IT infrastructure meets administrative needs; (2) IT infrastructure meets pedagogical needs

**Goal 4** Ensure that the long-term information technology needs of Champlain - Lennoxville are being met

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) IT infrastructure meets administrative needs; (2) IT infrastructure meets pedagogical needs

**Goal 5** Provide Champlain Saint-Lambert with a campus-wide wireless network.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 18-Jan-2008

### Subarea 3 - Strategic renovations and facilities development

**Goal 1** Ensure that the 3-year SILC (Système d'information sur les locaux des Cégeps) project is completed successfully.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 28-Sep-2007

**Area 6 - Operational Priorities for the Current Year**

**Subarea 3 - Strategic renovations and facilities development**

- Goal 2** Improve the energy efficiency of the physical facilities at Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 31-Dec-2007
- Goal 3** Improve the energy efficiency of the physical facilities at Champlain St. Lawrence.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 4** Ensure the maintenance and renovation of physical facilities at Champlain Saint-Lambert in response to changing needs.  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 31-Aug-2007
- Goal 5** Expand the availability of multimedia classrooms at Champlain Saint-Lambert  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 24-Aug-2007  
DESIRED OUTCOMES: (1) Availability of wireless technology on campus supports other strategic efforts (e.g. PDI; student laptops); (2) Increase in multimedia classrooms supports learning-centered model and PDI
- Goal 6** Ensure that facilities at Champlain Saint-Lambert are appropriate for offering the Nursing program.  
TIMEFRAME: Mon., 15-Oct-2007 to Mon., 30-Jun-2008
- Goal 7** Ensure that the inventory of fixed assets in the main building at Champlain Lennoxville is kept current.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008  
DESIRED OUTCOMES: All fixed assets are inventoried.
- Goal 8** Ensure the longterm sustainability of physical facilities at all three Lennoxville locations.  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 4-Apr-2008
- Goal 9** Ensure that the security needs of the Residence Complex at Champlain Lennoxville are being met.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 31-Dec-2007  
DESIRED OUTCOMES: Tender call

## Area 6 - Operational Priorities for the Current Year

### Subarea 3 - Strategic renovations and facilities development

**Goal 10** Ensure access for Champlain Lennoxville to necessary services and physical space at Bishop's University.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 20-Jun-2008

**Goal 11** Extend the use and capabilities of 'smart classrooms' at Champlain Lennoxville.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

### Subarea 4 - College bylaws, policies and procedures

**Goal 1** Ensure that the Bylaw on the management of human resources meets the needs of the College and satisfies legal requirements.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 13-Jun-2008

DESIRED OUTCOMES: (1) Revised Bylaw 4 concerning the management of Human Resources; (2) Bylaw addresses the recommendation made by the CEEC in relation to the Institutional Self Evaluation.

**Goal 2** Ensure that the College has an effective and functional Institutional Policy on the Evaluation of Student Achievement.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: A new policy to replace the existing PESLs and be applicable to the three campuses as well as the continuing education centers.

**Goal 3** Ensure the fulfillment of evaluation requirements set forth by the Commission d'évaluation de l'enseignement collégial (CEEC) concerning the implementation of current policies respecting the evaluation of student achievement (the three PESLS).

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 30-May-2008

DESIRED OUTCOMES: (1) Evaluation is completed; (2) Evaluation report is produced in conformity with CEEC criteria; (3) Report is submitted to the CEEC by the specified deadline

**Goal 4** Ensure that appropriate and effective emergency plans and procedures are in place at Champlain Lennoxville.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) Written emergency plan document; (2) Key personnel have been trained appropriately; (3) Campus community is aware of major emergency procedures; (4) Local emergency services (police, fire) are knowledgeable about the emergency plan.

**Area 6 - Operational Priorities for the Current Year**

**Subarea 4 - College bylaws, policies and procedures**

- Goal 5** Ensure that appropriate and effective emergency procedures are in place at Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008  
DESIRED OUTCOMES: (1) Revised evacuation plan including lockdown procedures; (2) Alarm system modified to include lockdown
- Goal 6** Ensure that the St. Lawrence Emergency Plan meets the needs of the college.  
TIMEFRAME: Tue., 3-Jul-2007 to Wed., 1-Aug-2007
- Goal 7** Ensure that appropriate and effective emergency plans and procedures are in place at each College location.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 14-Sep-2007
- Goal 8** Ensure the effective implementation of the Faculty Evaluation Policy at Champlain Lennoxville.  
TIMEFRAME: Fri., 17-Aug-2007 to Fri., 6-Jun-2008
- Goal 9** Ensure the effective implementation of the Faculty Evaluation Policy at Champlain Saint-Lambert.  
TIMEFRAME: Mon., 27-Aug-2007 to Fri., 6-Jun-2008
- Goal 10** Ensure the effective implementation of the Faculty Evaluation Policy at Champlain St. Lawrence.  
TIMEFRAME: Fri., 17-Aug-2007 to Fri., 6-Jun-2008
- Goal 11** Ensure that financial administration policies and bylaws meet the changing needs of the college and respond to the current economic and regulatory environment.  
TIMEFRAME: Fri., 28-Sep-2007 to Wed., 30-Apr-2008

**Subarea 5 - Program development, evaluation and revision**

- Goal 1** Ensure that appropriate responses are made to CEEC recommendations concerning program evaluations.  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 14-Mar-2008

**Area 6 - Operational Priorities for the Current Year**

**Subarea 5 - Program development, evaluation and revision**

- Goal 2** Ensure the quality of our academic programs through regular evaluation.  
TIMEFRAME: Tue., 3-Jul-2007 to Fri., 13-Jun-2008  
DESIRED OUTCOMES: (1) Programs respect ministerial and CEEC requirements; (2) programs respect college policies; (3) programs reflect community goals and employment needs
- Goal 3** Ensure the implementation of action plans arising from program evaluations.  
TIMEFRAME: Thu., 9-Aug-2007 to Mon., 30-Jun-2008
- Goal 4** Ensure that Champlain Saint-Lambert is prepared to begin offering a Nursing DEC program as of Fall 2008.  
TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008  
DESIRED OUTCOMES: (1) Students apply and are accepted into program; (2) faculty hired; (3) first year curriculum set.
- Goal 5** Expand the range of technical programs offered at Champlain Saint-Lambert in order to better meet the needs of the Montérégie.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 6** Increase the diversity of AEC program offerings in Continuing Education at Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 7** Expand the Business and Industry division in Continuing Education at Champlain Saint-Lambert,  
TIMEFRAME: Mon., 4-Feb-2008 to Mon., 30-Jun-2008
- Goal 8** Respond to the needs of adult learners in the Montérégie for recognition of prior learning.  
TIMEFRAME: Tue., 4-Sep-2007 to Mon., 30-Jun-2008
- Goal 9** Increase the effective use of E-learning methods for the delivery of academic programs at Champlain Saint-Lambert.  
TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008

## Area 6 - Operational Priorities for the Current Year

### Subarea 5 - Program development, evaluation and revision

- Goal 10** Obtain authorization for offering a Nursing program at Lennoxville  
TIMEFRAME: Tue., 3-Jul-2007 to Wed., 1-Aug-2007
- Goal 11** Ensure that Lennoxville is prepared to offer the experimental Computer Science and Math DEC program.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008
- Goal 12** Develop a Criminology profile in the Social Science program at Champlain Lennoxville.  
TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008
- Goal 13** Establish the feasibility and possible benefits of integrating the use of student-owned laptops into various program options.  
TIMEFRAME: Tue., 9-Oct-2007 to Fri., 29-Feb-2008

### Subarea 6 - Student Tracking, Assessment and Reporting (STAR) system

- Goal 1** Ensure that STAR programming is modified as needed in order to accommodate changes in source databases and ease-of-use requirements.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 14-Sep-2007
- Goal 2** Ensure the development of STAR to meet the needs of the College for purposes of student success tracking and program evaluation.  
TIMEFRAME: Fri., 7-Sep-2007 to Fri., 18-Apr-2008

### Subarea 7 - Student development

- Goal 1** Develop and implement a multi-stage program to develop student leadership at Champlain Saint-Lambert.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008  
DESIRED OUTCOMES: (1) The program will be developed and launched; (2) An initial cohort of at least 20 students will complete the first year of the program; (3) Student-submitted service activities will be accepted as appropriate for the program by the coordinator.

## Area 6 - Operational Priorities for the Current Year

### Subarea 8 - Training and professional development

**Goal 1** Assist faculty at Champlain Saint-Lambert in developing their pedagogical skills and knowledge.

TIMEFRAME: Tue., 4-Sep-2007 to Fri., 6-Jun-2008

### Subarea 9 - Development of intercollegiate athletics

**Goal 1** Host the CCAA Men's National Basketball Championships.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 4-Apr-2008

DESIRED OUTCOMES: (1) A highly successful national championship as judged by participants, fans and both our internal and external communities; (2) Real-life learning experience for students in our various career programs as well as other segments of the College Community

### Subarea 10 - Strengthening alumni relations

**Goal 1** Strengthen the effectiveness of the St. Lawrence Alumni Foundation.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Goal 2** Ensure that St. Lawrence alumni are informed about important events at the college.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Goal 3** Prepare for celebrating St. Lawrence's 50th anniversary in 2008.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

### Subarea 11 - Environmental stewardship

**Goal 1** Improve the extent of recycling at Champlain Saint-Lambert.

TIMEFRAME: Mon., 13-Aug-2007 to Mon., 30-Jun-2008

## Area 6 - Operational Priorities for the Current Year

### Subarea 11 - Environmental stewardship

**Goal 2** Demonstrate Champlain Saint-Lambert's commitment to responsible environmental stewardship.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

**Goal 3** Reduce our energy consumption rates in giga-Joules per square meter (gJ/m<sup>2</sup>) by 2010.

TIMEFRAME: Sat., 1-Sep-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) Meaningful reduction in energy consumption rates (gJ/m<sup>2</sup>), compared to 2003 rates, by 2010;  
(2) Reduction in energy consumption is judged by the MELS to be satisfactory in terms of compliance with the Stratégie énergétique du Québec (2006-2015).

### Subarea 12 - Administrative effectiveness

**Goal 1** Ensure that management structures and procedures are effective in meeting the needs of Champlain Lennoxville.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) Effective management structures with clear division of responsibilities; (2) Effective management procedures.

### Subarea 13 - Increasing the devis pédagogique

**Goal 1** Ensure that the devis pédagogique is sufficient to meet the longterm needs of Champlain Saint-Lambert.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

## Area 7 - Institutional Planning and Communications

### Subarea 1 - Implementation of the Strategic Plan and Strategic Action Plan

**Goal 1** Ensure that all necessary annual reports on the Strategic Action Plan are completed and submitted to the relevant bodies.

TIMEFRAME: Mon., 24-Sep-2007 to Fri., 30-Nov-2007

## Area 7 - Institutional Planning and Communications

### Subarea 1 - Implementation of the Strategic Plan and Strategic Action Plan

- Goal 2** Ensure that the Strategic Plan and Strategic Action Plan are updated as needed to reflect the changing circumstances of the College.  
TIMEFRAME: Mon., 31-Mar-2008 to Fri., 27-Jun-2008
- Goal 3** Develop a set of methods and tools for conducting regular environmental scans to facilitate strategic planning.  
TIMEFRAME: Mon., 27-Aug-2007 to Fri., 18-Apr-2008
- Goal 4** Ensure that the College has clear procedures in place for managing the implementation of the Student Success Action Plan.  
TIMEFRAME: Mon., 10-Sep-2007 to Fri., 7-Mar-2008  
DESIRED OUTCOMES: (1) Clear procedures have been established that provide the campuses with necessary flexibility but also enable fulfillment of College-wide accounting, planning and reporting obligations; (2) Key players in the management and implementation of the Student Success Action Plan are aware of and following the procedures.

### Subarea 2 - Integration of strategic and operational planning

- Goal 1** Ensure that the Board of Governors is kept informed about the implementation of the College Annual Action Plan (CAAP).  
TIMEFRAME: Mon., 20-Aug-2007 to Wed., 27-Feb-2008  
DESIRED OUTCOMES: (1) The Board receives Mid-Year and End-of-Year reports; (2) The Board is advised of any changes to the CAAP.
- Goal 2** Ensure that annual planning integrates both strategic issues and operational priorities.  
TIMEFRAME: Mon., 10-Mar-2008 to Fri., 20-Jun-2008
- Goal 3** Ensure that the College has the tools necessary for supporting an integrated annual planning approach.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 27-Jun-2008

## Area 7 - Institutional Planning and Communications

### Subarea 3 - Institutional communications

- Goal 1** Ensure that faculty and staff at Lennoxville are informed about all channels and procedures through which students can express concerns and complaints.  
TIMEFRAME: Mon., 20-Aug-2007 to Fri., 13-Jun-2008  
DESIRED OUTCOMES: Faculty and staff at Lennoxville are knowledgeable about how to deal with student concerns and complaints.
- Goal 2** Ensure that the Champlain Lennoxville Employee Guide is up-to-date and readily available to all employees.  
TIMEFRAME: Tue., 4-Sep-2007 to Mon., 30-Jun-2008
- Goal 3** Improve communication to the College community concerning the Strategic Plan and Strategic Action Plan.  
TIMEFRAME: Mon., 5-Nov-2007 to Fri., 29-Feb-2008
- Goal 4** Enhance the effectiveness of electronic communications at Champlain Saint-Lambert (e.g., web site, intranet, email and newsletters) in terms of design, content and usability.  
TIMEFRAME: Tue., 4-Sep-2007 to Fri., 20-Jun-2008  
DESIRED OUTCOMES: (1) Development of a consistent infrastructure for communications;  
(2) Increased opportunity to efficiently contact internal community (students, faculty and staff) in the event of a crisis;  
(3) Increased impact of website, targeted to specific audience(s);  
(4) A working strategic communications plan.

### Subarea 4 - External relations

- Goal 1** Ensure that the College's relationship and involvement with each of the regional 'instances interordres' are conducive to promoting and facilitating the best interests of the College.  
TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

## Area 7 - Institutional Planning and Communications

### Subarea 5 - Preparations for development of the next Strategic Plan

- Goal 1** Ensure the College is prepared to engage in the development of its next Strategic Plan and Strategic Action Plan.  
TIMEFRAME: Mon., 17-Sep-2007 to Fri., 20-Jun-2008  
DESIRED OUTCOMES: A clear development plan, ready for implementation in 2008-2009. that addresses such elements as: (a) timelines, (b) collection and dissemination of data and information to facilitate the identification of strategic issues, (c) strategies for keeping the College community informed about the process and the results, (d) involving members of the College community in the development of the SP and SAP, and (e) learning from our experiences with the 2004-2008 SP and SAP..
- Goal 2** Identify potential obstacles to student success for each academic program leading to a DEC.  
TIMEFRAME: Mon., 17-Sep-2007 to Fri., 29-Feb-2008  
DESIRED OUTCOMES: Campuses and DEC programs are made aware of potential student success problems that merit closer attention.
- Goal 3** Determine the effectiveness of the current Student Success Action Plan for Champlain Saint-Lambert and the extent to which it is consistent with a learning-centered model.  
TIMEFRAME: Tue., 4-Sep-2007 to Fri., 9-May-2008

## Area 8 - Strengthening Enrolment and Retention at Champlain Lennoxville

### Subarea 1 - Marketing and recruitment

- Goal 1** Ensure that Champlain Lennoxville has a clear and consistent approach for marketing each of its academic programs to prospective students.  
TIMEFRAME: Mon., 10-Sep-2007 to Mon., 30-Jun-2008  
DESIRED OUTCOMES: All promotional material has a consistent approach to issues of content, format, layout and style.

**Area 8 - Strengthening Enrolment and Retention at Champlain Lennoxville**

**Subarea 2 - Mobilizing the campus community**

**Goal 1** Develop a long-term strategic enrolment plan for Champlain Lennoxville.

TIMEFRAME: Tue., 3-Jul-2007 to Fri., 20-Jun-2008

DESIRED OUTCOMES: Champlain Lennoxville has a clear and well-defined multi-year plan of action for strengthening recruiting, enrolment and retention.

**Subarea 3 - Establishing presence in the Eastern Townships**

**Goal 1** Ensure that Champlain Lennoxville is an active participant in regional policy and planning bodies.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: Champlain Lennoxville's voice is heard in regional planning policy-making.

**Goal 2** Ensure that Champlain Lennoxville has strong positive relationships with high schools in the region.

TIMEFRAME: Tue., 4-Sep-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: (1) Positive working relationships established between the College and the high schools; (2) Effective channels of communication are created

**Goal 3** Ensure that Champlain Lennoxville is an active participant in local and regional community groups.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: Champlain Lennoxville is recognized by local and regional community groups as being concerned about and involved in community issues.

**Goal 4** Ensure that important news about Champlain Lennoxville is communicated to the general public.

TIMEFRAME: Tue., 3-Jul-2007 to Mon., 30-Jun-2008

DESIRED OUTCOMES: The general public, particularly in the Eastern Townships, is better informed about what is going on at Champlain Lennoxville.

