



# **Strategic Action Plan 2004-2007**

**[Student Success Action Plan is presented in a separate document]**

This plan was adopted for the first time by Board of Governors Resolution No. 2173 on November 10, 2004.



## INTRODUCTION

This action plan sets forth the specific actions that Champlain Regional College will implement in order to accomplish the goals of the following strategic issues identified in the 2004-2007 Strategic Plan:

- Strategic Issue 1: *Clarifying Institutional Mission*
- Strategic Issue 3: *Developing and Improving Academic Programs*
- Strategic Issue 4: *Maintaining and Increasing Student Enrolment*
- Strategic Issue 5: *Maintaining and Developing Human Resources*

NOTE: The action plan for Strategic Issue 2, *Facilitating and Enhancing Student Success*, is presented in a separate document.

Some of the actions are designed to address two goals simultaneously. In such cases, the action is listed under the first goal only, with a note about the second goal to which it applies. Only those goals with actions listed under them are presented in this plan; if all of the actions for a particular goal are listed under a preceding goal, the second goal does not appear in the action plan.

### Action Numbering

To facilitate annual planning, actions are organized by year. Thus, something that will be undertaken in each year of the three-year plan is presented as three distinct actions.

Each action in this plan has two identification numbers associated with it. For example,

<u>Year 3 Actions [Continued]</u>		
Action		Timeline
3 [8]	Conduct a systematic annual environmental scan to identify emerging needs and interests of the students, universities and employers in the communities we serve.	03-Jan-2007 to 30-Mar-2007

The number **3** in this case indicates that this is the 3<sup>rd</sup> action for this particular goal in Year 3 of the plan. The second number in brackets, **[8]**, is a unique identifier for this action in Year 3 and enables us to talk about the action without having to also specify the strategic issue, sub-issue and goal with which it is associated.

### Timelines

Start and end dates for actions are primarily intended to facilitate the scheduling of activities in annual planning. They are subject to modification based on changing circumstances. For example, in the case of two linked actions, if the first action is completed ahead of schedule, the second action can be started at an earlier date. Milestones and actions that involve a single day show only a start date



# Table of Contents

	Page
<b>Issue 1: Clarifying Institutional Mission</b>	<b>1</b>
<b>Sub-issue 1: Revising the mission of the College</b>	<b>3</b>
Goal 1: Develop a clear relevant mission statement that reflects a shared view of what the College should be striving to accomplish within the diverse communities it serves.	3
Goal 2: Foster a sense of understanding and ownership of the mission among all College community members.	6
<b>Sub-issue 2: Developing a vision for the College</b>	
Goal 1: Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission. <i>See actions for Goal 1, Sub-issue 1 above.</i>	--
Goal 2: Foster a sense of understanding and ownership of the vision among all College community members. <i>See actions for Goal 2, Sub-issue 1 above.</i>	--
<b>Issue 3: Developing and Improving Academic Programs</b>	<b>9</b>
<b>Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests</b>	<b>11</b>
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.	11
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.	12
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.	13
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.	15
Goal 5: Design and implement a timely and efficient system for developing and revising programs.	16

## Table of Contents, continued

	<u>Page</u>
<b>Sub-issue 2: Ensuring program delivery that maximizes student learning</b>	<b>18</b>
Goal 1: Determine what kinds of information about learner characteristics need to be collected and for what purposes.	18
Goal 2: Develop and/or acquire the tools necessary for collecting needed information about learners.	18
Goal 3: Develop and implement procedures for collecting and storing information about learners in an effective and efficient manner.	19
Goal 4: Develop and implement procedures for disseminating information about learners and using that information to improve practice.	20
Goal 5: Working with faculty, design pedagogical development activities and resources that will provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs.	21
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.	24
Goal 7: Renovate, as feasible, the physical facilities in order to better meet the identified needs of programs.	25
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.	25
Goal 9: Replace and/or increase equipment and material resources in order to better meet the needs of programs.	26
<b>Issue 4: Maintaining and Increasing Student Enrolment</b>	<b>29</b>
<b>Sub-issue 1: Strengthening marketing and recruitment</b>	<b>31</b>
Goal 1: Define and/or clarify target clienteles for current programs.	31
Goal 2: Make target clientele audiences aware of our programs and the advantages of studying at Champlain.	31
Goal 3: Optimize the number of qualified candidates applying for and enrolling in all programs. <i>See actions for Goal 2, Sub-issue 1 above.</i>	--
Goal 4: Determine how particular features of each campus (e.g., buildings, extracurricular activities) are perceived by prospective students and how those perceptions influence subsequent decisions to apply and enrol.	33

## Table of Contents, continued

	<u>Page</u>
<b>Issue 5: Maintaining and Developing Human Resources</b>	<b>35</b>
<b>Sub-issue 1: Recruiting and selecting the most appropriate candidates to fill anticipated vacancies</b>	<b>37</b>
Goal 1: Determine the strategic human resource needs of the College based on projected retirements and departures.	37
Goal 2: Working with faculty and staff, determine the implications of the number of replacement hirings required over the next few years for the kinds of knowledge, skills and tools required for effective functioning of selection committees.	38
Goal 3: Working with faculty and staff, design and implement appropriate measures for providing selection committees with needed knowledge, skills and tools.	38
Goal 4: Recruit and select the most appropriate candidates to fill vacancies.	39
<b>Sub-issue 2: Orientation and integration of employees</b>	<b>40</b>
Goal 1: Develop and implement employee orientation and integration programs based on identified needs and changing College priorities.	40
<b>Sub-issue 3: Evaluation of faculty to facilitate professional development and enhance program quality</b>	<b>41</b>
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.	41
<b>Sub-issue 4: Facilitating professional development and training to meet both institutional and employee needs</b>	<b>43</b>
Goal 1: Working with faculty and staff, design and implement systematic procedures for assessing the professional development and training needs of employees.	43
<b>Sub-issue 5: Valuing and recognizing employee contributions</b>	<b>45</b>
Goal 1: In cooperation with faculty and staff, identify the factors exerting a significant positive or negative influence on employee motivation and morale.	45
Goal 2: Develop and implement measures to reduce or eliminate significant negative influences on employee motivation and morale.	45
Goal 3: Identify, adapt and implement best practices in recognizing and valuing employee contributions.	46

## Table of Contents, continued

	<u>Page</u>
<b>Sub-issue 6: Ensuring the delivery of adequate technical support</b>	48
Goal 1: Working with faculty and staff, determine the technical support staffing needs of each location and assess the extent to which those needs are being met by current technical support resources.	48
Goal 2: Working with faculty and staff, develop and implement feasible measures for more effectively utilizing existing technical support services in order to better meet the overall needs of the College.	48

**Strategic Issue 1**

**Clarifying Institutional Mission**



**Sub-issue 1: Revising the mission of the College**

**Goal 1: Develop a clear relevant mission statement that reflects a shared view of what the College should be striving to accomplish within the diverse communities it serves.**

Year(s): 1      Key Performance Indicators: (a) An opportunity has been given to every member of the College community to express their views;  
 (b) A mission statement is produced;  
 (c) Results from consultation groups confirming that shared views are reflected in the mission statement

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [1] Inform community members about the nature of the project being undertaken, the reasons behind it, and the desired outcomes.  <i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>	18-Oct-2004	(a) Explanatory document distributed	Director General
2 [2] Create local Mission & Vision Taskforces (with representative composition) at each location to assist the College in the development of a new college-wide mission and vision statement as set forth in the strategic plan.  <i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>	19-Oct-2004 to 05-Nov-2004	(a) Taskforces created	Campus Directors, Director of Financial Services
3 [3] Provide the local Mission & Vision Taskforces with a joint orientation and training session to prepare them for undertaking their mandates.  <i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>	19-Nov-2004	(a) Information and tools provided; (b) Orientation session conducted; (c) Feedback from taskforce members on the usefulness of the material and tools provided	Director General, Academic & Institutional Planning Coordinator

**Sub-issue 1: Revising the mission of the College [Continued]**

**Goal 1: Develop a clear relevant mission statement that reflects a shared view of what the College should be striving to accomplish within the diverse communities it serves. [Continued]**

Year(s): 1

**Year 1 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
4 [4] Provide the local Mission & Vision Taskforces with the tools and information necessary for carrying out their responsibilities.	19-Nov-2004 to 01-Apr-2005	(a) Information and tools provided; (b) Feedback from taskforce members on the usefulness of the material and tools provided	Director General, Academic & Institutional Planning Coordinator
<i><u>Comments:</u> (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>			
5 [5] Mission & Vision Taskforces will consult all major constituencies at each location to solicit their views on what should be incorporated into (a) a mission statement for the College as a whole and (b) a vision statement for the College as a whole.	22-Nov-2004 to 18-Mar-2005	(a) Records of the consultations that took place; (b) Feedback from local taskforce members	Campus Directors, Director of Financial Services, Local taskforces
<i><u>Comments:</u> (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>			
6 [6] Mission & Vision Taskforces prepare documents synthesizing the results of their local consultations.	21-Mar-2005 to 01-Apr-2005	(a) Synthesis documents are produced at each location	Campus Directors, Director of Financial Services, Local taskforces
<i><u>Comments:</u> (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i>			

**Sub-issue 1: Revising the mission of the College [Continued]**

**Goal 1: Develop a clear relevant mission statement that reflects a shared view of what the College should be striving to accomplish within the diverse communities it serves. [Continued]**

Year(s): 1

**Year 1 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
<p>7 [7] Based on the views and information collected by the local Mission &amp; Vision Taskforces, prepare draft mission and vision statements for the College as a whole.</p> <p><i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i></p>	<p>04-Apr-2005 to 22-Apr-2005</p>	<p>(a) Draft mission and vision statements are produced.</p>	<p>Director General's Advisory Committee</p>
<p>8 [8] Consult throughout the College on the draft mission and vision statements.</p> <p><i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i></p>	<p>25-Apr-2005 to 13-May-2005</p>	<p>(a) Records of the consultations that took place; (b) Feedback from taskforce members; (c) Feedback from those consulted</p>	<p>Campus Directors, Director of Financial Services, Local taskforces</p>
<p>9 [9] Revise the mission and vision statements as needed based on the results of the consultations and submit to the Board of Governors for adoption.</p> <p><i>Comments: (1) This action also addresses Goal 1, Sub-issue 2: "Develop a vision statement that reflects shared views of College community members in terms of a values-based description of the institution's desired future and how it should conduct itself in fulfilling its mission."</i></p>	<p>16-May-2005 to 17-Jun-2005</p>	<p>(a) Mission and vision statements adopted</p>	<p>Director General</p>

**Sub-issue 1: Revising the mission of the College [Continued]**

**Goal 2: Foster a sense of understanding and ownership of the mission among all College community members.**

Year(s): 2-3    Key Performance Indicators: (a) In focus groups, community members can describe the implications of the mission statement for their role in the College;  
 (b) College policies and procedures are clearly linked to the mission;  
 (c) Planning documents are clearly linked to the mission

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [1] Disseminate the mission and vision statements to all members of the College community through print and other media  <i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i>	08-Aug-2005 to 16-Sep-2005	(a) Mission and vision statements disseminated	Campus Directors, Director of Financial Services, Academic & Institutional Planning Coordinator
2 [2] Meet with constituency groups at each location on a regular basis to discuss the mission and vision statements and their implications for practice, policies and procedures  <i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i>	15-Aug-2005 to 30-Jun-2006	(a) Working papers from meetings; (b) Revised policies and procedures; (c) Consistency of planning documents with mission and vision statements	Campus Directors, Director of Financial Services, Managers, Coordinators
3 [3] Disseminate the mission and vision statements to all members of the College community through print and other media  <i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i>	09-Jan-2006 to 10-Feb-2006	(a) Mission and vision statements disseminated	Campus Directors, Director of Financial Services, Academic & Institutional Planning Coordinator

**Sub-issue 1: Revising the mission of the College [Continued]**

**Goal 2: Foster a sense of understanding and ownership of the mission among all College community members. [Continued]**

Year(s): 2-3

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
<p>1 [1] Disseminate the mission and vision statements to all members of the College community through print and other media</p> <p><i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i></p>	<p>07-Aug-2006 to 15-Sep-2006</p>	<p>(a) Mission and vision statements disseminated</p>	<p>Campus Directors, Director of Financial Services, Academic &amp; Institutional Planning Coordinator</p>
<p>2 [2] Meet with constituency groups at each location on a regular basis to discuss the mission and vision statements and their implications for practice, policies and procedures</p> <p><i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i></p>	<p>14-Aug-2006 to 29-Jun-2007</p>	<p>(a) Working papers from meetings; (b) Revised policies and procedures; (c) Consistency of planning documents with mission and vision statements</p>	<p>Campus Directors, Director of Financial Services, Managers, Coordinators</p>
<p>3 [3] Disseminate the mission and vision statements to all members of the College community through print and other media</p> <p><i>Comments: (1) This action also addresses Goal 2, Sub-issue 2: "Foster a sense of understanding and ownership of the vision among all College community members."</i></p>	<p>08-Jan-2007 to 09-Feb-2007</p>	<p>(a) Mission and vision statements disseminated</p>	<p>Campus Directors, Director of Financial Services, Academic &amp; Institutional Planning Coordinator</p>



## **Strategic Issue 3**

# **Developing and Improving Academic Programs**



**Sub-issue 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.**

Year(s): 2-3    Key Performance Indicators: (a) Number and nature of existing programs, options and/or profiles revised and implemented;  
 (b) Feedback from students;  
 (c) Feedback from universities;  
 (d) Feedback from employers;  
 (e) Retention rates in same program;  
 (f) Graduation rates in same program;  
 (g) University admission rates;  
 (h) Employment rates in relevant fields;  
 (i) Feedback from program evaluations

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [4]    Develop methods and tools for conducting systematic annual environmental scans and reviews of key performance indicators for all DEC programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement	08-Aug-2005 to 23-Dec-2005	(a) Methods and tools for conducting annual environmental scans and KPI reviews for DEC programs developed	Campus Directors, Deans, Director of Studies
2 [6]    Conduct a systematic annual environmental scan and review of key performance indicators for all DEC programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement	03-Jan-2006 to 31-Mar-2006	(a) Annual environmental scans and KPI reviews completed	Campus Directors, Deans, Director of Studies

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [4]    Conduct a systematic annual environmental scan and review of key performance indicators for all DEC programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement	03-Jan-2007 to 30-Mar-2007	(a) Annual environmental scans and KPI reviews completed	Campus Directors, Deans, Director of Studies

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**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.**

Year(s): 2-3      Key Performance Indicators: (a) Number and nature of existing programs, options and/or profiles revised and implemented;  
 (b) Feedback from students;  
 (c) Feedback from employers;  
 (d) Retention rates;  
 (e) Graduation rates  
 (f) Employment rates in relevant fields;  
 (g) Feedback from program evaluations

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [5] Develop methods and tools for conducting regular environmental scans and reviews of key performance indicators for all offered Continuing Education programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement.	07-Aug-2005 to 23-Dec-2005	(a) Methods and tools for conducting annual environmental scans and KPI reviews for Continuing Education programs developed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
1 [7] Conduct a regular environmental scan and review of key performance indicators for all offered Continuing Education programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement.	03-Jan-2006 to 31-Mar-2006	(a) Regular environmental scans and KPI reviews completed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [5] Conduct a regular environmental scan and review of key performance indicators for all offered Continuing Education programs to determine (a) which, if any, may require a closer evaluation and possible revision, and (b) opportunities for improvement.	03-Jan-2007 to 30-Mar-2007	(a) Regular environmental scans and KPI reviews completed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**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.**

- Year(s): 2-3    Key Performance Indicators: (a) Number and nature of new programs, options and/or profiles developed and implemented;  
 (b) Feedback from students;  
 (c) Feedback from universities;  
 (d) Feedback from employers;  
 (e) Retention rates in same program;  
 (f) Graduation rates in same program;  
 (g) University admission rates;  
 (h) Employment rates in relevant fields

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [8]    Develop methods and tools for conducting systematic annual environmental scans to identify emerging needs and interests of the students, universities and employers in the communities we serve.	08-Aug-2005 to 23-Dec-2005	(a) Environmental scan needs assessment methods and tools developed.	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
<i>Comments: (1) This action also addresses Goal 4, Sub-issue 1: "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."</i>			
2 [9]    Conduct a systematic annual environmental scan to identify emerging needs and interests of the students, universities and employers in the communities we serve.	03-Jan-2006 to 31-Mar-2006	(a) Annual environmental scans completed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
<i>Comments: (1) This action also addresses Goal 4, Sub-issue 1: "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."</i>			
3 [10]    Determine the feasibility of offering new Regular Day programs that would respond to the identified emerging needs and interests.	03-Apr-2006 to 12-May-2006	(a) Decision on feasibility is made	Campus Directors, Deans, Director of Studies

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**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. [Continued]**

Year(s): 2-3

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [6] Develop program proposals for new Regular Day programs that have been judged feasible.	05-Sep-2006 to 17-Nov-2006	(a) Program proposals completed	Campus Directors, Deans, Director of Studies
<i>Comments: (1) Based on results of feasibility analyses conducted in previous year.</i>			
2 [7] Seek Ministerial approval through appropriate channels for new Regular Day programs that will respond to identified emerging needs and interests.	18-Dec-2006 to 16-Mar-2007	(a) Ministerial authorization obtained	Director of Studies
3 [8] Conduct a systematic annual environmental scan to identify emerging needs and interests of the students, universities and employers in the communities we serve.	03-Jan-2007 to 30-Mar-2007	(a) Annual environmental scans completed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
<i>Comments: (1) This action also addresses Goal 4, Sub-issue 1: "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."</i>			
4 [9] Implement new Regular Day programs as authorized.	19-Mar-2007 to 29-Jun-2007	(a) New programs developed and implemented	Campus Directors, Deans, Director of Studies
5 [10] Determine the feasibility of offering new Regular Day programs that would respond to the identified emerging needs and interests.	02-Apr-2007 to 11-May-2007	(a) Decision on feasibility is made	Campus Directors, Deans, Director of Studies

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**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.**

Year(s): 1-2-3 Key Performance Indicators: (a) Number and nature of new programs, options and/or profiles developed and implemented;  
 (b) Feedback from students;  
 (c) Feedback from employers;  
 (d) Retention rates;  
 (e) Graduation rates;  
 (f) Employment rates in relevant fields

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [10] Determine the feasibility of offering new Continuing Education programs that would respond to the identified emerging needs and interests.	04-Apr-2005 to 13-May-2005	(a) Decision on feasibility is made	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [11] Develop and implement, where feasible, new Continuing Education programs that respond to the identified emerging needs and interests.	06-Sep-2005 to 28-Oct-2005	(a) New programs developed and implemented	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

*Comments: (1) This action does not preclude the development of programs based on other sources of information.*

2 [12] Determine the feasibility of offering new Continuing Education programs that would respond to the identified emerging needs and interests.	03-Apr-2006 to 12-May-2006	(a) Decision on feasibility is made	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
---	-------------------------------	-------------------------------------	--

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**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. [Continued]**

Year(s): 1-2-3

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [11] Develop and implement, where feasible, new Continuing Education programs that respond to the identified emerging needs and interests.	05-Sep-2006 to 27-Oct-2006	(a) New programs developed and implemented	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
<i>Comments: (1) This action does not preclude the development of programs based on other sources of information.</i>			
2 [12] Determine the feasibility of offering new Continuing Education programs that would respond to the identified emerging needs and interests.	02-Apr-2007 to 11-May-2007	(a) Decision on feasibility is made	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Goal 5: Design and implement a timely and efficient system for developing and revising programs.**

Year(s): 2-3    Key Performance Indicators: (a) New program development and revision system in place;  
 (b) Time required to complete a program development or revision;  
 (c) Human resources required to complete a program development or revision

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [13] Design a system for developing Regular Day and Continuing Education programs in a timely and efficient fashion.	06-Sep-2005 to 30-Jun-2006	(a) Program development system designed.	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Sub-issue 1: Providing educational programs that respond to current and emergent community needs and interests  
[Continued]**

**Goal 5: Design and implement a timely and efficient system for developing and revising programs. [Continued]**

Year(s): 2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
2 [14] Design a system for revising Regular Day and Continuing Education programs in a timely and efficient fashion.	06-Sep-2005 to 30-Jun-2006	(a) Program revision system designed.	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [13] Implement the new program development system.	05-Sep-2006 to 29-Jun-2007	(a) Program development system implemented.	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies
2 [14] Implement the new program revision system.	05-Sep-2006 to 29-Jun-2007	(a) Program revision system implemented.	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Director of Studies

**Sub-issue 2: Ensuring program delivery that maximizes student learning**

**Goal 1: Determine what kinds of information about learner characteristics need to be collected and for what purposes.**

Year(s): 1      Key Performance Indicators: (a) Agreed-upon list of the kinds of information to be collected and the purposes for which it will be used

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [11] Determine what kinds of information about learner characteristics need to be collected and for what purposes.	03-Jan-2005 to 30-Jun-2005	(a) Agreed-upon list of the kinds of information to be collected and the purposes for which it will be used.	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Academic & Institutional Planning Coordinator

**Goal 2: Develop and/or acquire the tools necessary for collecting needed information about learners.**

Year(s): 2      Key Performance Indicators: (a) Necessary instruments have been acquired or developed

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [15] Develop and/or acquire the tools necessary for collecting needed information about learners.	06-Sep-2005 to 31-Mar-2006	(a) Necessary instruments have been acquired or developed.	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Academic & Institutional Planning Coordinator

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 3: Develop and implement procedures for collecting and storing information about learners in an effective and efficient manner.**

Year(s): 2-3    Key Performance Indicators: (a) Information is collected in an effective and efficient manner;  
 (b) Information is stored in an effective and efficient manner

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [16] Develop procedures for collecting and storing information about learners in an effective and efficient manner.	03-Apr-2006 to 12-May-2006	(a) Procedures for collecting and storing information have been developed	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Coordinator of Data Processing, Academic & Institutional Planning Coordinator

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [15] Implement procedures for collecting and storing information about learners in an effective and efficient manner.	07-Aug-2006 to 29-Jun-2007	(a) Information is collected in an effective and efficient manner, (b) Information is stored in an effective and efficient manner	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Coordinator of Data Processing, Academic & Institutional Planning Coordinator

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 4: Develop and implement procedures for disseminating information about learners and using that information to improve practice.**

Year(s): 2-3    Key Performance Indicators: (a) Users with a need for the information can obtain or access it in a timely manner;  
 (b) Number of faculty and other users accessing the information;  
 (c) Feedback from users on the extent to which the information was useful for guiding and/or improving practice

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [17] Develop procedures for disseminating relevant information about learners to personnel throughout the College.	03-Apr-2006 to 12-May-2006	(a) Procedures for disseminating information have been developed	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Coordinator of Data Processing, Academic & Institutional Planning Coordinator

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [16] Implement procedures for disseminating relevant information about learners to personnel throughout the College.	05-Sep-2006 to 29-Jun-2007	(a) Users with a need for the information can obtain or access it in a timely manner, (b) Number of faculty and other users accessing the information, (c) Feedback from users on the extent to which the information was useful for guiding and/or improving practice.	Deans, Directors / Coordinators of Continuing Education, Director of Studies, Coordinator of Data Processing, Academic & Institutional Planning Coordinator

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 5: Working with faculty, design pedagogical development activities and resources that will provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs.**

Year(s): 1-2-3 Key Performance Indicators: (a) Kinds of pedagogical development and resources provided;  
 (b) Feedback from faculty;  
 (c) Feedback from students;  
 (d) Participation statistics;  
 (e) Course documents and evaluation tools

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [12] Working with faculty, design pedagogical development activities that will provide faculty with the knowledge and skills to better match instructional and evaluation methods to both the learner and the learning objectives of courses/programs.  <i>Comments: (1) Implementation of these actions will begin in Fall 2005</i>	10-Jan-2005 to 10-Jun-2005	(a) Number and nature of pedagogical development activities designed	Deans
2 [13] Identify the kinds of resources needed to provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs.  <i>Comments: (1) This action recurs each year; (2) Acquisition of resources will take place in the following Fall session</i>	10-Jan-2005 to 10-Jun-2005	(a) Document detailing the kinds of resources needed	Deans

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [18] Acquire, where feasible, the resources identified.  <i>Comments: (1) Process of identifying needed resources takes place in preceding Winter session</i>	15-Aug-2005 to 30-Sep-2005	(a) Annual report detailing the resources acquired	Deans

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 5: Working with faculty, design pedagogical development activities and resources that will provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs. [Continued]**

Year(s): 1-2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
2 [19] Deliver the pedagogical development activities	15-Aug-2005 to 02-Jun-2006	(a) Number and nature of pedagogical development activities delivered	Deans
<i>Comments: (1) Process of designing these activities takes place in the preceding Winter session</i>			
3 [20] Evaluate the pedagogical development activities and revise or develop new activities as necessary.	15-Aug-2005 to 09-Jun-2006	(a) Feedback from participants, (b) Participation statistics, (c) Feedback from students	Deans
<i>Comments: (1) This will entail both evaluation immediately following pedagogical development activities and longer-term follow-up evaluations.</i>			
4 [21] Identify the kinds of resources needed to provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs.	09-Jan-2006 to 09-Jun-2006	(a) Document detailing the kinds of resources needed	Deans
<i>Comments: (1) This action recurs each year; (2) Acquisition of resources will take place in the following Fall session</i>			
5 [22] Evaluate the use and pertinence of the acquired resources.	06-Mar-2006 to 28-Apr-2006	(a) Feedback from faculty, (b) Usage statistics	Deans

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 5: Working with faculty, design pedagogical development activities and resources that will provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs. [Continued]**

Year(s): 1-2-3

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [17] Acquire, where feasible, the resources identified.	14-Aug-2006 to 29-Sep-2006	(a) Annual report detailing the resources acquired	Deans
<i>Comments: (1) Process of identifying needed resources takes place in preceding Winter session</i>			
2 [18] Deliver the pedagogical development activities	14-Aug-2006 to 01-Jun-2007	(a) Number and nature of pedagogical development activities delivered	Deans
<i>Comments: (1) Process of designing and/or revising pedagogical development activities occurred in preceding year</i>			
3 [19] Evaluate the pedagogical development activities and revise or develop new activities as necessary.	14-Aug-2006 to 08-Jun-2007	(a) Feedback from participants, (b) Participation statistics, (c) Feedback from students	Deans
<i>Comments: (1) This will entail both evaluation immediately following pedagogical development activities and longer-term follow-up evaluations.</i>			
4 [20] Identify the kinds of resources needed to provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs.	08-Jan-2007 to 08-Jun-2007	(a) Document detailing the kinds of resources needed	Deans
<i>Comments: (1) This action recurs each year; (2) Acquisition of resources will take place in the following Fall session</i>			
5 [21] Evaluate the use and pertinence of the acquired resources.	05-Mar-2007 to 27-Apr-2007	(a) Feedback from faculty, (b) Usage statistics	Deans

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**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.**

Year(s): 1-2-3 Key Performance Indicators: (a) Regular reports identifying the needs and evaluating the extent to which they are being met

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [14] Evaluate the extent to which the existing physical facilities either facilitate or impede teaching and learning in programs.	10-Jan-2005 to 25-Feb-2005	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [23] Evaluate the extent to which the existing physical facilities either facilitate or impede teaching and learning in programs.	09-Jan-2006 to 24-Feb-2006	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [22] Evaluate the extent to which the existing physical facilities either facilitate or impede teaching and learning in programs.	08-Jan-2007 to 23-Feb-2007	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**Goal 7: Renovate, as feasible, the physical facilities in order to better meet the identified needs of programs.**

Year(s): 2-3    Key Performance Indicators: (a) Number and nature of renovations;  
 (b) Feedback from faculty;  
 (c) Feedback from students;  
 (d) Feedback from professional and support staff

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [24] Renovate, as feasible, the physical facilities in response to critical discrepancies identified by the evaluation process.	04-Jul-2005 to 30-Jun-2006	(a) Number and nature of renovations completed	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [23] Renovate, as feasible, the physical facilities in response to critical discrepancies identified by the evaluation process.	03-Jul-2006 to 29-Jun-2007	(a) Number and nature of renovations completed	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**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.**

Year(s): 1-2-3    Key Performance Indicators: (a) Regular reports identifying the needs and evaluating the extent to which they are being met

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [15] Evaluate the extent to which existing equipment and material resources (or lack thereof) either facilitate or impede teaching and learning in programs.	10-Jan-2005 to 25-Feb-2005	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

**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. [Continued]**

Year(s): 1-2-3

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [25] Evaluate the extent to which existing equipment and material resources (or lack thereof) either facilitate or impede teaching and learning in programs.	09-Jan-2006 to 24-Feb-2006	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [24] Evaluate the extent to which existing equipment and material resources (or lack thereof) either facilitate or impede teaching and learning in programs.	08-Jan-2007 to 23-Feb-2007	(a) Evaluation report	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

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

Year(s): 2-3    Key Performance Indicators: (a) Number and nature of replacements or acquisitions;  
(b) Feedback from faculty;  
(c) Feedback from students;  
(d) Feedback from professional and support staff

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [26] Replace or acquire, as feasible, equipment and material resources in response to critical discrepancies identified by the evaluation process.	04-Jul-2005 to 30-Jun-2006	(a) Number and nature of replacements or acquisitions	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers

**Sub-issue 2: Ensuring program delivery that maximizes student learning [Continued]**

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

Year(s): 2-3

**Year 3 Actions**

---

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [25] Replace or acquire, as feasible, equipment and material resources in response to critical discrepancies identified by the evaluation process.	03-Jul-2006 to 29-Jun-2007	(a) Number and nature of replacements or acquisitions	Campus Directors, Director of Financial Services, Deans, Finance Managers, Buildings & Equipment Managers



## **Strategic Issue 4**

# **Maintaining and Increasing Student Enrolment**



**Sub-issue 1: Strengthening marketing and recruitment**

**Goal 1: Define and/or clarify target clienteles for current programs.**

Year(s): 1      Key Performance Indicators: (a) Target clienteles are identified for each current program

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [16] Develop a clear definition of the target clientele for each current Regular Day and Continuing Education program.	02-May-2005 to 30-Jun-2005	(a) Definitions of target clienteles completed	Campus Directors, Deans, Registrars, Directors / Coordinators of Continuing Education

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

Year(s): 1-2-3      Key Performance Indicators: (a) Number of applications received from targeted clienteles;  
(b) Number of requests for school visits;  
(c) Feedback from recruiters;  
(d) Number of locations receiving marketing materials;  
(e) Feedback from high school counsellors

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [17] Identify the optimal number of enrolments in each Regular Day and Continuing Education program	02-May-2005 to 30-Jun-2005	(a) Optimal enrolment levels defined for all programs	Campus Directors, Deans, Registrars, Directors / Coordinators of Continuing Education, Recruiters

*Comments: (1) This action also applies to Goal 3, Sub-issue 1: "Optimize the number of qualified candidates applying for and enrolling in all programs."*

**Sub-issue 1: Strengthening marketing and recruitment [Continued]**

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

Year(s): 1-2-3

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [27] Review and revise as needed the marketing strategies for each Regular Day and Continuing Education program in light of target clientele definitions and optimal enrolment levels.	04-Jul-2005 to 30-Jun-2006	(a) All marketing strategies reviewed, (b) Necessary revisions to marketing strategies completed	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Recruiters
<i>Comments: (1) This action also applied to Goal 3, Sub-issue 1: "Optimize the number of qualified candidates applying for and enrolling in all programs."</i>			

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [26] Implement the revised marketing strategies.	03-Jul-2006 to 29-Jun-2007	(a) Revised marketing strategies implemented	Campus Directors, Deans, Directors / Coordinators of Continuing Education, Recruiters
<i>Comments: (1) This action also applies to Goal 3, Sub-issue 1: "Optimize the number of qualified candidates applying for and enrolling in all programs.", (2) Revised marketing strategies will be evaluated in 2007-2008</i>			

**Sub-issue 1: Strengthening marketing and recruitment [Continued]**

**Goal 4: Determine how particular features of each campus (e.g., buildings, extracurricular activities) are perceived by prospective students and how those perceptions influence subsequent decisions to apply and enrol.**

Year(s): 2      Key Performance Indicators: (a) Feedback from prospective students and enrolled students regarding perceptions of campus features and their influence on enrolment decisions

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [29] Survey participants of campus tours to determine their perceptions of particular campus features and how those perceptions may influence subsequent application decisions.	06-Mar-2006 to 28-Apr-2006	(a) Report on results of survey completed	Deans (St. Lambert, St. Lawrence), Director of Student Services (Lennoxville)
2 [28] Survey entering students to determine their perceptions of particular campus features and how those perceptions influenced enrolment decisions.	08-Aug-2005 to 31-Mar-2006	(a) Report on results of survey completed	Deans (St. Lambert, St. Lawrence), Director of Student Services (Lennoxville), Academic & Institutional Planning Coordinator



## **Strategic Issue 5**

# **Maintaining and Developing Human Resources**



**Sub-issue 1: Recruiting and selecting the most appropriate candidates to fill anticipated vacancies**

**Goal 1: Determine the strategic human resource needs of the College based on projected retirements and departures.**

Year(s): 1,3      Key Performance Indicators: (a) Document describing the magnitude and strategic importance of projected retirements and departures by location and work area

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [18] Review all positions, identifying which ones are likely to become vacant due to retirements or personnel movement over the next three years, and determining their strategic importance.	04-Oct-2004 to 23-Dec-2004	(a) Report describing the magnitude and strategic importance of projected retirements and departures by location and work area.	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers
2 [19] Develop an action plan for filling vacancies.	10-Jan-2005 to 01-Apr-2005	(a) Action plan produced	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [27] Review all positions, identifying which ones are likely to become vacant due to retirements or personnel movement over the next three years, and determining their strategic importance.	02-Oct-2006 to 22-Dec-2006	(a) Report describing the magnitude and strategic importance of projected retirements and departures by location and work area.	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers

**Sub-issue 1: Recruiting and selecting the most appropriate candidates to fill anticipated vacancies [Continued]**

**Goal 2: Working with faculty and staff, determine the implications of the number of replacement hirings required over the next few years for the kinds of knowledge, skills and tools required for effective functioning of selection committees.**

Year(s): 2      Key Performance Indicators: (a) Document describing the kinds of additional knowledge, skills and tools required

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [30] Produce documents for each location that describe the kinds of knowledge, skills and tools required for effective functioning of selection committees.	08-Aug-2005 to 31-Oct-2005	(a) Document produced	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Goal 3: Working with faculty and staff, design and implement appropriate measures for providing selection committees with needed knowledge, skills and tools.**

Year(s): 2      Key Performance Indicators: (a) Number and nature of measures implemented;  
(b) Feedback from selection committee members

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [31] Design and implement appropriate measures for providing selection committees with needed knowledge, skills and tools.	30-Jan-2006 to 31-Mar-2006	(a) Number and nature of measures implemented; (b) Feedback from selection committee members	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Sub-issue 1: Recruiting and selecting the most appropriate candidates to fill anticipated vacancies [Continued]**

**Goal 4: Recruit and select the most appropriate candidates to fill vacancies.**

Year(s): 2-3    Key Performance Indicators: (a) Number of applications from appropriate candidates;  
 (b) Number of appropriate candidates hired;  
 (c) Number of positions left vacant;  
 (d) Feedback from candidates about the effectiveness of our recruiting materials;  
 (e) One-year follow-up performance evaluation of new hires

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [32] Implement the action plan as required.	03-Apr-2006 to 30-Jun-2006	(a) Number of applications from appropriate candidates; (b) Number of appropriate candidates hired; (c) Number of positions left vacant; (d) Feedback from candidates about the effectiveness of our recruiting materials; (e) One-year follow-up performance evaluation of new hires	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

*Comments: (1) Action plan for filling vacancies developed in Winter 2005 (see Action 2, Year 1, Goal 1)*

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [28] Implement the action plan as required.	03-Jul-2006 to 29-Jun-2007	(a) Number of applications from appropriate candidates; (b) Number of appropriate candidates hired; (c) Number of positions left vacant; (d) Feedback from candidates about the effectiveness of our recruiting materials; (e) One-year follow-up performance evaluation of new hires	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

*Comments: (1) Action plan for filling vacancies developed in Winter 2005 (see Action 2, Year 1, Goal 1)*

**Sub-issue 2: Orientation and integration of employees**

**Goal 1: Develop and implement employee orientation and integration programs based on identified needs and changing College priorities.**

Year(s): 2-3      Key Performance Indicators: (a) Document describing the general and position-specific orientation and integration needs of employees;  
 (b) Kinds of orientation and integration activities and measures implemented;  
 (c) Feedback from employees;  
 (d) Feedback from coordinators of employees' departments or services

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [33] Identify the general and position-specific orientation and integration needs of employees.	08-Aug-2005 to 23-Dec-2005	(a) Document describing the general and position-specific orientation and integration needs of employees	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans
2 [34] Develop employee orientation and integration programs that address identified employee need and College priorities.	03-Jan-2006 to 02-Jun-2006	(a) Program plans completed	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [29] Implement the employee orientation and integration programs.	07-Aug-2006 to 01-Sep-2006	(a) Kinds of orientation and integration programs implemented.	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans
2 [30] Evaluate the employee orientation and integration programs.	03-Jan-2007 to 02-Mar-2007	(a) Feedback from employees; (b) Feedback from coordinators of employees' departments or services	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Sub-issue 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.**

Year(s): 1-2-3 Key Performance Indicators: (a) Extent of faculty involvement in the development process  
 (b) Annual percentage of faculty evaluated;  
 (c) Feedback from faculty who have been evaluated;  
 (d) Feedback from students on the quality of instruction;  
 (e) Annual costs (money, time and resources) of the evaluation process

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [20] Determine the process to be used for the development of a faculty evaluation policy.	14-Sep-2004 to 29-Oct-2004	(a) Document produced that clearly outlines the process to be followed.	Director of Human Resources, Director of Studies, Campus Directors, Deans
<i>Comments: (1) This action will include a review of existing policies, procedures and practices.</i>			
2 [21] Develop the faculty evaluation policy and procedures.	01-Nov-2004 to 30-Jun-2005	(a) Document produced that clearly describes the evaluation policy and the procedures to be followed; (b) Extent of faculty involvement in the development process	Director of Human Resources, Director of Studies, Campus Directors, Deans

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [35] Develop and/or acquire the tools necessary for faculty evaluation.	08-Aug-2005 to 23-Dec-2005	(a) Evaluation tools developed and/or acquired.	Director of Human Resources, Director of Studies, Campus Directors, Deans

**Sub-issue 3: Evaluation of faculty to facilitate professional development and enhance program quality [Continued]**

**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. [Continued]**

Year(s): 1-2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
2 [36] Implement the faculty evaluation policy and procedures.	16-Jan-2006 to 09-Jun-2006	(a) Annual percentage of faculty evaluated; (b) Feedback from students on the quality of instruction; (c) Annual costs (money, time & resources) of the evaluation process; (d) Feedback from faculty who have been evaluated	Director of Human Resources, Director of Studies, Campus Directors, Deans

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [31] Implement the faculty evaluation policy and procedures.	14-Aug-2006 to 08-Jun-2007	(a) Annual percentage of faculty evaluated; (b) Feedback from students on the quality of instruction; (c) Annual costs (money, time & resources) of the evaluation process; (d) Feedback from faculty who have been evaluated	Director of Human Resources, Director of Studies, Campus Directors, Deans

**Sub-issue 4: Facilitating professional development and training to meet both institutional and employee needs**

**Goal 1: Working with faculty and staff, design and implement systematic procedures for assessing the professional development and training needs of employees.**

Year(s): 2-3    Key Performance Indicators: (a) Needs assessment procedures implemented;  
 (b) Regularity with which needs assessment reports are produced;  
 (c) Feedback from employees;  
 (d) Feedback from coordinators of employees' departments or services

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [38] Design systematic procedures for assessing the professional development and training needs of individual employees.	08-Aug-2005 to 23-Dec-2005	(a) Procedures designed and documented	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans
<i>Comments: (1) This action will include identification of training needs which arise from changes to existing programs or the implementation of new programs</i>			
2 [37] Design systematic procedures for assessing strategic institutional needs vis-à-vis professional development and training.	08-Aug-2005 to 23-Dec-2005	(a) Procedures designed and documented	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans
<i>Comments: (1) This action will include identification of training needs which arise from changes to existing programs or the implementation of new programs.</i>			
3 [39] Implement systematic procedures for assessing the professional development and training needs of individual employees.	16-Jan-2006 to 09-Jun-2006	(a) Procedures implemented; (b) Feedback from employees; (c) Feedback from coordinators of employees' departments or services	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans

**Sub-issue 4: Facilitating professional development and training to meet both institutional and employee needs [Continued]**

**Goal 1: Working with faculty and staff, design and implement systematic procedures for assessing the professional development and training needs of employees. [Continued]**

Year(s): 2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
4 [40] Implement systematic procedures for assessing strategic institutional needs vis-à-vis professional development and training.	16-Jan-2006 to 09-Jun-2006	(a) Procedures implemented; (b) Feedback from campus management teams; (c) Feedback from DGAC	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [32] Design systematic procedures for prioritizing professional development and training in a way that integrates and balances the strategic needs of the institution with those of individual employees.	14-Aug-2006 to 22-Dec-2006	(a) Procedures designed and documented	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans
2 [33] Implement systematic procedures for prioritizing professional development and training in a way that integrates and balances the strategic needs of the institution with those of individual employees.	15-Jan-2007 to 08-Jun-2007	(a) Procedures implemented; (b) Feedback from employees; (c) Feedback from DGAC	Director of Human Resources, Director of Financial Services, Director of Studies, Campus Directors, Human Resource Managers, Deans

**Sub-issue 5: Valuing and recognizing employee contributions**

**Goal 1: In cooperation with faculty and staff, identify the factors exerting a significant positive or negative influence on employee motivation and morale.**

Year(s): 2      Key Performance Indicators: (a) Report, validated by faculty and staff, on the factors that influence employee motivation and morale

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [41] Develop mechanisms and a logistical plan for conducting consultations with major constituencies at each location.	29-Aug-2005 to 28-Oct-2005	(a) Document outlining the implementation plan.	Director of Human Resources, Director of Financial Services, Campus Directors
2 [42] Consult all major constituencies at each location to solicit their views on the factors exerting a significant positive or negative influence on employee motivation and morale.	31-Oct-2005 to 23-Dec-2005	(a) All major constituencies consulted; (b) Results collated and summary reports produced	Director of Financial Services, Campus Directors

**Goal 2: Develop and implement measures to reduce or eliminate significant negative influences on employee motivation and morale.**

Year(s): 2-3      Key Performance Indicators: (a) Number and nature of measures implemented;  
(b) Feedback from employees on the efficacy of the measures in improving conditions

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [43] Develop measures to reduce or eliminate the significant negative influences on employee motivation and morale identified in the consultations at each location.	03-Jan-2006 to 31-Mar-2006	(a) Document describing the measures and how they will be implemented	Director of Human Resources, Director of Financial Services, Campus Directors
2 [44] Implement measures to reduce or eliminate significant negative influences on employee motivation and morale.	03-Apr-2006 to 30-Jun-2006	(a) Number and nature of measures implemented	Director of Human Resources, Director of Financial Services, Campus Directors

**Sub-issue 5: Valuing and recognizing employee contributions [Continued]**

**Goal 2: Develop and implement measures to reduce or eliminate significant negative influences on employee motivation and morale. [Continued]**

Year(s): 2-3

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [34] Implement measures to reduce or eliminate significant negative influences on employee motivation and morale.	03-Jul-2006 to 29-Jun-2007	(a) Number and nature of measures implemented	Director of Human Resources, Director of Financial Services, Campus Directors
2 [35] Evaluate the efficacy of the measures implemented to improve conditions.	05-Feb-2007 to 27-Apr-2007	(a) Feedback from employees on the efficacy of the measures in improving conditions; (b) Financial and other costs of implementing the measures	Director of Human Resources, Director of Financial Services, Campus Directors

**Goal 3: Identify, adapt and implement best practices in recognizing and valuing employee contributions.**

Year(s): 1-2-3 Key Performance Indicators: (a) Number and nature of best practices implemented;  
(b) Feedback from employees on the efficacy of the best practices in adequately recognizing employee contributions

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [22] Identify best practices in the area of recognizing and valuing employee contributions, with particular attention to best practices in higher education.	15-Nov-2004 to 30-Jun-2005	(a) Inventory of best practices produced	Director General's Advisory Committee

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [45] Adapt identified best practices as necessary for local use	06-Sep-2005 to 23-Dec-2005	(a) Document describing how the best practices will be implemented at CRC	Director General's Advisory Committee

**Sub-issue 5: Valuing and recognizing employee contributions [Continued]**

**Goal 3: Identify, adapt and implement best practices in recognizing and valuing employee contributions. [Continued]**

Year(s): 1-2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
2 [46] Implement adapted best practices for recognizing and valuing employees at all locations	09-Jan-2006 to 30-Jun-2006	(a) Number and nature of best practices implemented; (b) Feedback from employees; (c) Costs associated with implementation	Director General's Advisory Committee

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [36] Implement adapted best practices for recognizing and valuing employees at all locations	07-Aug-2006 to 29-Jun-2007	(a) Number and nature of best practices implemented; (b) Feedback from employees; (c) Costs associated with implementation	Director General's Advisory Committee

**Sub-issue 6: Ensuring the delivery of adequate technical support**

**Goal 1: Working with faculty and staff, determine the technical support staffing needs of each location and assess the extent to which those needs are being met by current technical support resources.**

Year(s): 1      Key Performance Indicators: (a) Report identifying the technical support staffing needs at each location and the extent to which they are being met

**Year 1 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [23] Identify the kinds of technical support assistance required in order to accomplish program and institutional objectives.	04-Apr-2005 to 29-Apr-2005	(a) Document describing the kinds of needed technical support assistance	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans
2 [24] Assess the extent to which the identified kinds of technical support assistance are being met by current resources, with particular attention to the identification of ways in which existing resources may be underutilized or used inefficiently.	02-May-2005 to 03-Jun-2005	(a) Document describing the extent to which existing technical support services are meeting needs	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Goal 2: Working with faculty and staff, develop and implement feasible measures for more effectively utilizing existing technical support services in order to better meet the overall needs of the College.**

Year(s): 2-3      Key Performance Indicators: (a) Report describing ways and means of making more effective and efficient use of existing technical support resources at each location;  
 (b) Number and nature of measures implemented;  
 (c) Feedback from technical support users on the effectiveness and efficiency of the measures implemented;  
 (d) Feedback from technical support personnel on the effectiveness and efficiency of the measures implemented

**Year 2 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [47] Develop feasible measures for more effectively utilizing existing technical support services in order to better meet the overall needs of the College.	29-Aug-2005 to 23-Dec-2005	(a) Document describing the kinds of measures and how they will be implemented	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Sub-issue 6: Ensuring the delivery of adequate technical support [Continued]**

**Goal 2: Working with faculty and staff, develop and implement feasible measures for more effectively utilizing existing technical support services in order to better meet the overall needs of the College. [Continued]**

Year(s): 2-3

**Year 2 Actions [Continued]**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
2 [48] Implement measures for more effectively utilizing existing technical support services in order to better meet the overall needs of the College.	09-Jan-2006 to 30-Jun-2006	(a) Number and nature of measures implemented	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

**Year 3 Actions**

<b>Action</b>	<b>Timeline</b>	<b>Evaluation Method(s)</b>	<b>Coordination</b>
1 [37] Evaluate the efficacy of the measures implemented in better meeting technical support needs.	05-Sep-2006 to 22-Dec-2006	(a) Feedback from technical support users on the effectiveness and efficiency of the measures implemented; (b) Feedback from technical support personnel on the effectiveness and efficiency of the measures implemented	Director of Human Resources, Director of Financial Services, Campus Directors, Human Resource Managers, Deans

