



**Revisions & Update to the
College Strategic Action Plan 2009-2014
For Academic year 2010-2011**

Due to the dynamic situation in the College, which includes the hiring of a new Director of Studies, the Directors' Team is recommending that a few changes to the College Strategic Action Plan (CSAP) be approved by the Board of Governors.

Background:

In June 2009 the CSAP 2009-2014 was approved by the Board of Governors. At the time, it was indicated that it was a "living document" that may require some revisions in the future.

Based on the experience of the first year of implementation, attached are the proposed revisions, which include:

- **RED** – The revisions that the Board of Governors is being asked to approve,
- **GREEN** – *General Outcomes* that are now operational, and
- **ORANGE** – The *General Strategies* that will not be operational in 2010-2011.

The intent is to provide the Board with this form of review and update of the CSAP annually. Therefore it was resolved by the September 24, 2010, Board of Governors meeting as follows:

RESOLUTION No.2597

CSAP REVISION 2009-2014

WHEREAS, the Executive Committee has reviewed the proposed revisions to the CSAP and provided input;

BE IT THEREFORE RESOLVED that the proposed revisions to the CSAP 2009-2014 be approved by the Board of Governors.

MOVED: M. MURRAY

SECONDED: J. GABOURY

CARRIED UNANIMOUSLY



PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS

PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS	SUCCESS INDICATOR
Outcome 1.1: Students graduate from their programs within a reasonable period of time. 1.1.1: Assist students in meeting the academic demands of college-level studies. 1.1.2: Assist students in meeting the non-academic demands of college-level studies. 1.1.3: Facilitate and sustain student integration into the college community. 1.1.4: Assess and recognize students' prior learning achievements. 1.1.5: Identify and respond to program and campus retention issues.	<ul style="list-style-type: none"> Graduation rate of students in the prescribed period of time (PPT) plus 2 years.
Outcome 1.2: The College develops student centered environments and practices Students assume ownership of their own learning and development. 1.2.1: Facilitate student development of the skills, strategies, and knowledge necessary for assuming ownership of their learning and development. 1.2.2: Shape learning environments and experiences to facilitate and encourage student ownership of their learning and development. 1.2.3: Provide opportunities for students to develop and demonstrate expertise in areas of interest to them. 1.2.4: Involve students in the decision-making affecting their learning.	
Outcome 1.3: Faculty and staff have the skills and resources they need to support and enhance student success. 1.3.1: Facilitate the pedagogical development of faculty in the Regular Day sector. 1.3.2: Develop faculty and staff understanding of the characteristics and abilities of entering students in the Regular Day sector. 1.3.3: Provide the campuses with references and resource materials related to student success. 1.3.4: Provide faculty and staff with information technology that enhances their ability to facilitate student success.	
Outcome 1.4: The effectiveness of measures for facilitating and enhancing student success is systematically evaluated on a regular basis. 1.4.1: Evaluate the effectiveness of current student success measures using available resources. 1.4.2: Develop College capacity to systematically and meaningfully evaluate the effectiveness of student success measures. 1.4.3: Develop College capacity to understand the factors influencing the success of our students.	
Outcome 1.5: Measures for facilitating and enhancing student success are continuously being improved. 1.5.1: Increase experimentation and innovation in measures to facilitate and enhance student success. 1.5.2: Facilitate communication and collaboration on student success issues throughout the College. 1.5.3: Work with faculty and staff in the continued development of campus definitions of student success in the Regular Day sector. 1.5.4: Promote student success initiatives in external forums.	
Outcome 1.6: The College community is kept informed about efforts to facilitate and enhance student success. 1.6.1: Explain the student success plan to students, faculty, and staff. 1.6.2: Communicate the achievements of student success initiatives to members of the campus community.	
Outcome 1.7: Applicable College bylaws and policies promote and facilitate student success. 1.7.1: Review bylaws and policies on a regular basis and revise as needed. 1.7.2: Ensure the effective implementation of College bylaws and policies.	<ul style="list-style-type: none"> Level of agreement that applicable bylaws and policies promote and facilitate student success.



PRIORITY 2: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS

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Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance.	<ul style="list-style-type: none"> The level of agreement that Board of Governors members have access to the information and tools needed to govern effectively.
2.1.1: Provide the Board of Governors with the information and tools it needs to be effective.	
Outcome 2.2: The College Strategic Action Plan continues to respond to the college community needs.	<ul style="list-style-type: none"> The level of agreement that over the five-year lifespan of the CSAP it has been adjusted to respond to the changing circumstance of the College.
2.2.1 Ensure the ongoing development and revision of the College Strategic Action Plan (CSAP).	
Outcome 2.3: The College is provided with dynamic human resource services.	<ul style="list-style-type: none"> The level of agreement that the human resource services are adapting and improving to respond to the needs and changing reality of the College.
2.3.1: Identify, develop, and implement appropriate policies, procedures and, practices that will enhance operational capacity.	
2.3.2: Develop routines and tools that will enhance operational capacity.	
Outcome 2.4: The College promotes sustainable development and environmental stewardship (SD/ES).	<ul style="list-style-type: none"> The number and quality of SD/ES initiatives the College has committed to over the five-year period.
2.4.1: Identify College-wide initiatives that will promote sustainable development and environmental stewardship (SD/ES).	
2.4.2: Develop campus specific approaches to sustainable development and environmental stewardship (SD/ES).	
Outcome 2.5: College-wide information technology (IT) systems and services enhance the College's capacity to meet changing needs.	<ul style="list-style-type: none"> Level of agreement that the College IT systems meet our needs.
2.5.1: Ensure administrative IT systems and services meet the changing needs of the College.	
2.5.2: Ensure campus IT systems and services meet the changing needs of the Campus.	
Outcome 2.6: The College commits the resources necessary to respond to administrative and technical change.	<ul style="list-style-type: none"> Level of resources (time, funding, and personnel) committed over the five-year period. Level of staff agreement that the College successfully adapted to changes.
2.6.1: Adjust the College's accounting tools and practices to meet the new requirements.	
2.6.2: Use the MELS requirement to update our inventories as an opportunity to improve our management systems.	
2.6.3: Ensure College staff receives the training needed to best use new information, tools, and technology.	
Outcome 2.7: The College is exploring strategic opportunities to improve services to students.	<ul style="list-style-type: none"> The number and quality of strategic opportunities to improve services to students that have been explored.
2.7.1: Explore opportunities for improvements to College programming and infrastructure.	
2.7.2: Continue to identify opportunities and strategies to improve recruitment and retention.	
Outcome 2.8: Campuses are more visible to their communities through active outreach.	<ul style="list-style-type: none"> The level of agreement that the campuses are actively involved in their communities.
2.8.1: Develop and reinforce partnerships with external groups and resources.	
2.8.2: Identify opportunities to exercise community leadership.	