



**Revisions & Update to the
College Strategic Action Plan 2009-2014
For Academic year 2011-2012**

When the College Strategic Action Plan (CSAP) was approved in June 2009, it was agreed that it would be a “living document” that was reviewed and revised as it was being implemented to ensure that it continued to respond to the needs of the College. After two years of implementation, the Director’s team recommended the Board of Governors approve a significant series of changes.

Background:

- Since the development of the CSAP in 2008-2009, there have been a number of changes in the College environment that has necessitated a revision of the plan.
- The most significant of these is the hiring of our new Director of Studies, Mr. Corno, who after his first year and extensive discussion with the Academic Leadership Team (ALT) and the Director General’s Advisors Committee (DGAC) is recommending a significant revision of the “Student Success” portion of the plan.
- The revised outcomes in this portion of the CSAP have been identified by the ALT based on real needs at each campus.
- Similarly, the “Institutional Success” portion of the plan has been revised in light of both experience with implementation and the changing needs of our campuses and the College as a whole.
- In summary, the changes are designed to create greater focus, which will allow our campuses and services to better concentrate their time, energy, and resources.
- In addition, it should be noted that we have also revised our model for the Annual Operational Plan to make it more clear, concise, and practical, all with the intent of making it more efficient and effective.

RESOLUTION NO. 2639

PROPOSED CHANGES TO THE 2009-2014 COLLEGE STRATEGIC ACTION PLAN (CSAP)

WHEREAS, the *College Strategic Action Plan* is intended to be a “living document” that is reviewed and revised to ensure that it continues to respond to the needs of the College;

WHEREAS, the proposed outcomes in the *College Strategic Action Plan* are based on real needs of each campus and service;

WHEREAS, the changes to the *College Strategic Action Plan* are designed to create greater focus, which will allow our campuses and services to concentrate their time, energy, and resources;

WHEREAS, the Commission of Studies approved the changes to the *College Strategic Action Plan* at the April 20, 2011 meeting;

WHEREAS, the Executive Committee recommended to the Board of Governors the approval of the changes to the *College Strategic Action Plan* at the May 4, 2011 meeting;

BE IT RESOLVED that the Board of Governors approve the revised *College Strategic Action Plan*.

MOVED: G. BROWN
SECONDED: R. BEST
CARRIED UNANIMOUSLY

**ORIGINAL
CSAP PRIORITIES & OUTCOMES
APPROVED MAY 2009
FOR 2009-2014**

PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS
Outcome 1.1: Students graduate from their programs within a reasonable period of time
Outcome 1.2: The College develops student centered environments and practices
Outcome 1.3: Faculty and staff have the skills and resources they need to support and enhance student success
Outcome 1.4: The effectiveness of measures for facilitating and enhancing student success is systematically evaluated on a regular basis
Outcome 1.5: Measures for facilitating and enhancing student success are continuously being improved
Outcome 1.6: The College community is kept informed about efforts to facilitate and enhance student success
Outcome 1.7: Applicable College bylaws and policies promote and facilitate student success

PRIORITY 2: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS
Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance
Outcome 2.2: The College Strategic Action Plan continues to respond to the college community needs
Outcome 2.3: The College is provided with dynamic human resource services
Outcome 2.4: The College promotes 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
Outcome 2.6: The College commits the resources necessary to respond to administrative and technical change
Outcome 2.7: The College is exploring strategic opportunities to improve services to students
Outcome 2.8: Campuses are more visible to their communities through active outreach

**PROPOSED CHANGES
CSAP PRIORITIES & OUTCOMES
FOR CONSIDERATION MAY 2011
FOR 2011-2014**

PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS
Outcome 1.1: Learning environments for students have been enhanced
Outcome 1.2: Additional support is being offered for identified groups of the student population
Outcome 1.3: Additional mechanisms are developed to ensure the effectiveness of academic programs
Outcome 1.4: Additional measures are taken to foster greater student engagement

PRIORITY 2: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS
Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance
Outcome 2.2: The College is provided with dynamic and responsive human resource services
Outcome 2.3: The College continuously develops its operational capacity through strategic initiatives and use of technology
Outcome 2.4: Campuses respond to the needs of their respective regions and contribute to their educational and socio-economic development

CSAP PRIORITY & OUTCOMES WITH AOP RELATED STRATEGIES FOR 2011-2012

PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS	GLOBAL SUCCESS INDICATOR
Outcome 1.1: Learning environments for students have been enhanced	<ul style="list-style-type: none"> Course completion rates improve.
1.1.1: Implement new initiatives to integrate technology in teaching, curriculum delivery and learning activities	
1.1.2: Undertake pilot projects to modify the physical layout of classrooms and other learning spaces	<ul style="list-style-type: none"> Retention and graduation rates for identified groups of students improve.
Outcome 1.2: Additional support is being offered for identified groups of the student population	
1.2.1: Faculty and staff develop strategies to more effectively address challenges associated with special needs students	
1.2.2: Develop strategies to more effectively enhance the success of specific groups of students	<ul style="list-style-type: none"> The number of graduates pursuing university studies or entering the workforce in their field of study increase.
Outcome 1.3: Additional mechanisms are developed to ensure the effectiveness of academic programs	
1.3.1: Institutional and campus practices related to program evaluation are reviewed to ensure that they are adapted to an approach based on continuous improvement	
1.3.2: Additional tools and practices are developed to implement the IPESA	<ul style="list-style-type: none"> Program retention rates improve.
Outcome 1.4: Additional measures are taken to foster greater student engagement	
1.4.1: New initiatives are developed to engage students in their academic programs, the College, and in their community	

PRIORITY 2: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS	GLOBAL SUCCESS INDICATOR
Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance	<ul style="list-style-type: none"> The Board of Governors meets its responsibilities as identified in the College's Act.
2.1.1: Provide the Board of Governors with the information and tools it needs to be effective	
2.1.2: Engage in the ongoing review of bylaws, policies, and practices to ensure they continue to meet the needs of the College	
2.1.3: Ensure the expedient revision of the College Strategic Action Plan and continued refinement of planning processes to meet the needs of the College	<ul style="list-style-type: none"> The number and effectiveness of strategic initiatives that improve the quality of HR services.
Outcome 2.2: The College is provided with dynamic and responsive human resource services	
2.2.1: Continue to integrate the Competency Based Approach in to HR practices	
2.2.2: Ensure HR systems and services meet the changing needs of the College	<ul style="list-style-type: none"> The number and quality of strategic initiatives that improve our operational capacity.
Outcome 2.3: The College continuously develops its operational capacity through strategic initiatives and use of technology	
2.3.1: Ensure administrative IT systems and services meet the changing needs of the College	
2.3.2: Promote sustainable development and environmental stewardship (SD/ES) within the College	<ul style="list-style-type: none"> The number and quality of strategic initiatives that provide a meaningful contribution.
2.3.2: Improve the campus infrastructure to better serve students' needs	
Outcome 2.4: Campuses respond to the needs of their respective regions and contribute to their educational and socio-economic development	
2.4.1: Develop programs, services, and partnerships that respond to regional needs	
2.4.2: Identify opportunities to exercise leadership within the community	
2.4.3: Explore the opportunities and benefits of international initiatives	