



## CHAMPLAIN REGIONAL COLLEGE

### *Transitional Strategic Action Plan* Possibilities for 2008-2009 College-Wide

The *Transitional Strategic Action Plan (TSAP)* includes all of the strategic actions that will be worked on at the college-wide and campus specific levels for the academic year 2008-2009. It has been restricted to two broad priorities:

- *Facilitating and Enhancing Student Success*, strategic actions focused on improving our students' success, and
- *Facilitating and Enhancing Institutional Success*, strategic actions focused on improving the quality of College services.

The *TSAP* is the result of:

- a complete review of the present 2004-2008 Strategic Action Plan and Student Success Plan, and the 2007-2008 College Annual Action Plan (CAAP) to identify those elements of the plans that are important to complete during the 2008-2009 academic year; and
- the addition of certain elements to address MELS initiatives and set the stage for future College initiatives.

A conscious effort has been made to limit the content of the *TSAP*. The *priorities, general outcomes, general strategies, and specific outcomes*<sup>1</sup> include elements that have been distilled and reformatted into a new structure to ensure that what remains is attainable in the context of one year. This new structure is designed to focus our energies and resources on initiatives that are strategic to our students' success and institutional success that we have the capacity to complete without over extending our resources.

The hope is that this *Transitional Strategic Action Plan* will ensure that we are continuing to move forward, while allowing us the space to both:

- evaluate the effectiveness of the 2004-2008 College Strategic Plan, so that we can ensure we are learning from the experience; and
- engage the college community in the development of the next multi-year College Strategic Plan.

Most importantly, we have tried to ensure that the *TSAP* is consistent with our *Mission, Values, and Vision* and ultimately that it creates a context for continuous improvement of the learning and/or working environment for our students, faculty, and staff.

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<sup>1</sup> Please see the *Planning Term Definitions* at the end of this document.

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		COLLEGE-WIDE
1.1 General Outcome: College bylaws and policies promote student success.		
1.1.1 General Strategies: Review bylaws and policies on a regular basis and revise and implement as needed.		
Specific Outcome	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>Bylaw 8, Student Success, has been revised to reflect changes in the <i>Regulation</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Revise Bylaw 8, Student Success, in light of recent changes to the <i>Règlement sur le régime des études collégiales</i> (RREC).</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>In consideration of the CEEC review of the IPESA and PESLs, the IPESA ensures the effective evaluation of student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the CEEC visit and review of the PESL and IPESA.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Determine how the recommendations from the CEEC can be integrated into the policy.</li> </ul>	
<ul style="list-style-type: none"> <li>The effective implementation of the IPESA is being supported.</li> </ul>	<ul style="list-style-type: none"> <li>Support campus initiatives to assist faculty in the implementation of the specific elements of the IPESA.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate the development of appropriate tools for making requests, recording decisions, collecting information, and record keeping.</li> </ul>	

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		ALL CAMPUSES
1.1 General Outcome: College bylaws and policies promote student success.		
1.1.2 General Strategies: Ensure the effective implementation of College bylaws and policies.		
Specific Outcome	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>The IPESA is being implemented effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Provide students with ease of access to the information related to the IPESA to assist them in making informed decisions.</li> </ul>	<ul style="list-style-type: none"> <li>It is important to remember that the implementation of the IPESA assists in addressing the issues of continuity in curriculum and evaluation across course sections.</li> <li>The strategies in this section will feed into a college-wide effort to:                             <ul style="list-style-type: none"> <li>Support local efforts to respond to College policies.</li> <li>Identify a specific means for the exchange of ideas and storing of shared tools.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Continue to assist faculty in the implementation of the specific elements of the IPESA.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop collaboratively the appropriate tools for making requests, recording decisions, collecting information, and record keeping.</li> </ul>	

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>1.2 General Outcome: Courses and programs meet the needs of students.</b>		
<b>1.2.1 General Strategies: Improving Academic Programs</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Program evaluation provides a portrait that leads to opportunities to better meet students’ needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the evaluation of the CALL (Languages) Program at the Lennoxville campus.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Ensure the evaluation of the Graphic Communications Program at the St. Lambert campus.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure the evaluation of the Information Technology (IT) Support Specialist Program AEC at the St. Lambert campus.</li> </ul>	

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>LENNOXVILLE</b>
<b>1.2 General Outcome: Courses &amp; programs meet the needs of students.</b>		
<b>1.2.1 General Strategies: Improving Academic Programs</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Program evaluation provides a portrait that leads to opportunities to better meet students’ needs.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the CALL (Languages) Program.</li> </ul>	<ul style="list-style-type: none"> <li>The review will include a review of the process outlined in the IPEP to prepare for the policy review that will be integrated into the next multi-year strategic plan.</li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ST. LAMBERT</b>
<b>1.2 General Outcome: Courses &amp; programs meet the needs of students.</b>		
<b>1.2.1 General Strategies: Improving Academic Programs</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Program evaluation provides a portrait that leads to opportunities to better meet students’ needs.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the Graphic Communications Program.</li> </ul>	<ul style="list-style-type: none"> <li>The review will include a review of the process outlined in the IPEP to prepare for the policy review that will be integrated into the next multi-year strategic plan.</li> </ul>
<ul style="list-style-type: none"> <li>Program evaluation provides a portrait that leads to opportunities to better meet students’ needs.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the Information Technology (IT) Support Specialist Program AEC.</li> </ul>	<ul style="list-style-type: none"> <li>It is important to note that the Information Technology (IT) Support Specialist program has undergone a change in name and code since its original development.</li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ST. LAMBERT</b>
<b>1.2 General Outcome: Courses &amp; programs meet the needs of students.</b>		
<b>1.2.2 General Strategies: Use technology to enhance engaged learning.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Learning experiences are enhanced by the effective and appropriate use of technology.</li> </ul>	<ul style="list-style-type: none"> <li>Develop understanding of how technology can facilitate/enhance learning.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Focusing on students experiencing academic difficulties, identify and implement specific technologies that will enable faculty to support students’ academic learning.</li> </ul>	

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>1.3 General Outcome: Faculty and staff have the skills and tools they need to enhance/support their students' success.</b>		
<b>1.3.1 General Strategies: Facilitate the pedagogical development of faculty.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Faculty have access to training to enhance their instructional and evaluation skills.</li> </ul>	<ul style="list-style-type: none"> <li>Provide modules from the Master Teacher Training Program/ PERFORMA to faculty in all campuses.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ALL CAMPUSES</b>
<b>1.3 General Outcome: Faculty and staff have the skills and tools they need to enhance/support their students' success.</b>		
<b>1.3.1 General Strategies: Facilitate the pedagogical development of faculty.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Faculty are being provided with an opportunity to improve their teaching skills.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement the Faculty Evaluation Policy.</li> </ul>	<ul style="list-style-type: none"> <li>While the Faculty Evaluation Policy has a number of outcomes, the intent is that the continued implementation is focused on its potential for facilitating faculty's pedagogical development.</li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ST. LAMBERT</b>
<b>1.3 General Outcome: Faculty and staff have the skills and tools they need to enhance/support their students' success.</b>		
<b>1.3.1 General Strategies: Facilitate the pedagogical development of faculty.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Faculty members adopt pedagogical practices that further contribute to coherence across the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>Support specific initiatives that will facilitate coherence across course sections.</li> </ul>	<ul style="list-style-type: none"> <li>Link efforts to the work being done on generic course plans.</li> <li>Consideration should be given to providing focused professional development in teaching practices that contribute to coherence as a subsequent step.</li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ALL CAMPUSES</b>
<b>1.3 General Outcome: Faculty and staff have the skills and tools they need to enhance/support their students' success.</b>		
<b>1.3.2 General Strategies: Develop understanding of the characteristics and abilities of entering students.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Faculty and staff have a better understanding of the capacity of entering students.</li> </ul>	<ul style="list-style-type: none"> <li>Engage faculty and staff in focused pedagogical development experiences related to the secondary curriculum reform.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Faculty and staff have a better understanding of the nature and characteristics of entering students.</li> </ul>	<ul style="list-style-type: none"> <li>Engage faculty and staff in focused pedagogical development experiences related to entering student's attitudes, values, and behaviour.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS</b>		<b>ST. LAMBERT</b>
<b>1.3 General Outcome: Faculty and staff have the skills and tools they need to enhance/support their students' success.</b>		
<b>1.3.3. General Strategies: Work with faculty and staff to develop a campus definition of "student success".</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The Campus community has a common understanding of what constitutes student success.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a campus statement of what constitutes student success.</li> </ul>	<ul style="list-style-type: none"> <li>It is important for the campus to consider this initiative in the context of the College MVV.</li> <li>This specific outcome has been added to the campus plan to allow the campus to consider a definition of student success that is broader than that embedded in the MELS criteria.</li> <li>As well, it is an opportunity to develop a foundation for the development of future student success initiatives.</li> </ul>

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		LENNOXVILLE
1.4 General Outcome: Students are able to meet the demands of college-level studies.		
1.4.1 General Strategies: Provide additional support to assist students in meeting the needs of college-level studies.		
Specific Outcomes	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>The Campus is prepared to implement a series of measures that will assist students in the improvement of their study skills.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and develop measures to assist students in improving their study skills.</li> </ul>	<ul style="list-style-type: none"> <li>The investment required to develop appropriate study skills is considerable, therefore it is important to take the time to properly prepare for the 2009-2010 academic year. Elements to consider include:                             <ul style="list-style-type: none"> <li>How to identify students?</li> <li>How to correlate measures with students' needs?</li> </ul> </li> <li>Consider specific skills needed:                             <ul style="list-style-type: none"> <li>Reading/Writing/Conversation</li> <li>Studying/Researching</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Students experiencing difficulties in English are provided with the supports needed to succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and develop specific measures to assist students experiencing difficulties in English.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration should be given to the possibility of extending the "English Advantage" model to students in additional programs.</li> </ul>
<ul style="list-style-type: none"> <li>Students have access to the psychological services they need.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the most effective means for providing psychological services to students in need.</li> </ul>	<ul style="list-style-type: none"> <li>Services should provide for three particular strands:                             <ul style="list-style-type: none"> <li>Diagnostic and Intervention Services,</li> <li>Preventative Activities, and</li> <li>Links to Community Services.</li> </ul> </li> </ul>

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		ST. LAMBERT
1.4 General Outcome: Students are able to meet the demands of college-level studies.		
1.4.1 General Strategies: Provide additional support to assist students in meeting the needs of college-level studies.		
Specific Outcomes	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>Students have access to activities and support to effectively bridge gaps in their learning.</li> </ul>	<ul style="list-style-type: none"> <li>Assess and adjust tutorial initiatives to be more effective.</li> </ul>	<ul style="list-style-type: none"> <li>"Tutorial services" refers to a variety of strategies that can be used to provide learning support to students, such as, peer tutoring, shadowing, workshops, mentoring, etc.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify ways to respond to an increase in demand for tutoring in the context of budgetary constraints.</li> </ul>	
<ul style="list-style-type: none"> <li>Students have access to a comprehensive approach to educational and career planning.</li> </ul>	<ul style="list-style-type: none"> <li>Engage academic advisors and counsellors in the development of a comprehensive approach to assisting students in educational and career planning.</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this focused outcome is to develop a collaborative approach to assisting students in the development of life goals. Therefore, this issue should be again considered in the development of the next multi-year plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase the resources to reduce the waiting times, and increase availability of service for student access to educational and career planning support.</li> </ul>	

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		ST. LAMBERT & ST. LAWRENCE
1.4 General Outcome: Students are able to meet the demands of college-level studies.		
1.4.1 General Strategies: Provide additional support to assist students in meeting the needs of college-level studies.		
Specific Outcomes	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>Students with diagnosed special learning needs have access to the support services they need to succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Provide the new services to fill the gaps in service to students with diagnosed special learning needs.</li> </ul>	<ul style="list-style-type: none"> <li>Given the changes in admission requirements, there will be a significant increase in the need for supports for students with special learning needs. Therefore, it is important to ensure that a review of existing services is done to identify additional services that will be required.</li> <li>In particular, there will be a need to work directly with faculty to assist them in adapting their pedagogy.</li> </ul>

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		ST. LAWRENCE
1.4 General Outcome: Students are able to meet the demands of college-level studies.		
1.4.1 General Strategies: Provide additional support to assist students in meeting the needs of college-level studies.		
Specific Outcomes	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>Students continue to have access to quality Language Lab services.</li> </ul>	<ul style="list-style-type: none"> <li>Update the Language Lab resources, including English and French resources.</li> <li>Ensure students have access to properly trained monitors.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Students continue to be provided with quality Career Counselling and Academic Advising services.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ways to ensure continuity of Academic Advising services over the long term.</li> <li>Identify ways to ensure continuity of Career Counselling services over the long term.</li> </ul>	<ul style="list-style-type: none"> <li>Consider the needs of various groups of students:                             <ul style="list-style-type: none"> <li>Academically Weak</li> <li>By-Law 8</li> <li>Francophone</li> <li>Male</li> <li>Athletes</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Students have access to the psychological services they need.</li> </ul>	<ul style="list-style-type: none"> <li>Improve students' awareness of available services.</li> <li>Link to community services to provide students ease of access.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Implementation of the technology plan focuses on providing teachers with the technology needed to support teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement the elements of the technology plan that support faculty in the exercise of their profession.</li> </ul>	<ul style="list-style-type: none"> <li>The emphasis of this initiative is to free technical staff to provide greater direct support to students. <i>(consider tracking as success indicator)</i></li> </ul>

1. PRIORITY: FACILITATING AND ENHANCING STUDENT SUCCESS		ST. LAMBERT
1.4 General Outcome: Students are able to meet the demands of college-level studies.		
1.4.2 General Strategies: Facilitate and sustain student integration into the college community.		
Specific Outcome	Specific Strategies	Notes
<ul style="list-style-type: none"> <li>Students have a sense of belonging to their program and campus.</li> </ul>	<ul style="list-style-type: none"> <li>Organize program-based activities for technology program students.</li> </ul>	<ul style="list-style-type: none"> <li>Creating a sense of belonging supports student retention and provides an additional means of support to students.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.1 General Outcome: The College is provided with dynamic human resource services.</b>		
<b>2.1.1 General Strategies: Identify, develop, and implement appropriate policies and practices.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The College has an effective recruitment and selection policy.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a recruitment and selection Policy.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>The College has prepared for the development of a new orientation &amp; integration policy.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for the development of a new orientation &amp; integration policy.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>DGAC has developed a shared understanding of how succession planning could benefit the College.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the understanding of succession planning among senior management.</li> </ul>	<ul style="list-style-type: none"> <li>To date, only some elements of succession planning are in place. However, it is evident that there is a need for better understanding of comprehensive succession planning.</li> </ul>
<ul style="list-style-type: none"> <li>The College is better prepared to manage a crisis situation.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a generic outline for crisis management that can be adapted to each College location.</li> </ul>	<ul style="list-style-type: none"> <li>This is follow-up to the management team training on Crisis Management held in March 2008.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.2 General Outcome: The Board of Governors has the tools it needs to be effective.</b>		
<b>2.2.1 General Strategies: Improve Board of Governors’ electronic access to information.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Members of the Board of Governors have on-line access to information and documentation.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement an on-line system.</li> </ul>	<ul style="list-style-type: none"> <li>This is consistent with our value of stewardship through “greening” efforts.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.3 General Outcome: IT systems and services enhance the College’s capacity to meet changing needs.</b>		
<b>2.3.1 General Strategies: Ensure that information technology (IT) systems and services meet the changing needs of the College.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The College has determined a long-term strategy for its IT needs.</li> </ul>	<ul style="list-style-type: none"> <li>Identify an orientation for each of the College’s major IT administrative systems and develop a strategy for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>“IT Services” includes all systems and tools needed to respond to pedagogical and administrative needs, including project management, collaborative, and communication tools.</li> </ul>
<ul style="list-style-type: none"> <li>The College uses technology to facilitate project management, collaboration, and communication.</li> </ul>	<ul style="list-style-type: none"> <li>Explore ways IT tools and/or services could facilitate project management, collaboration, and communication.</li> </ul>	

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>ST. LAMBERT</b>
<b>2.3 General Outcome: IT systems and services enhance the College’s capacity to meet changing needs.</b>		
<b>2.3.1 General Strategies: Ensure that information technology (IT) systems and services meet the changing needs of the College.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Electronic communication responds effectively to the needs of the internal and external communities.</li> </ul>	<ul style="list-style-type: none"> <li>Launch the new web-site and web-portal.</li> </ul>	<ul style="list-style-type: none"> <li>The MIO and LEA platforms will allow:                             <ul style="list-style-type: none"> <li>Faculty to provide increased support and services to students, and</li> <li>The formation of specific communities based on common interests (e.g. clubs, athletics, alumni, etc.)</li> </ul> </li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.4 General Outcome: The College meets the requirements of the MELS accounting reform</b>		
<b>2.4.1 General Strategies: Adjust the College’s accounting tools and practices to meet the new requirements.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>College staff and systems are prepared to meet the requirements of the accounting reform.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement needed changes to systems, practices, and procedures required by the new method of accounting.</li> </ul>	<ul style="list-style-type: none"> <li>This particular issue is based on the MELS decision to move towards Generally Accepted Accounting Practices (GAAP).</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.5 General Outcome: The College has the information and systems to more effectively manage its immovable capital assets and maintenance processes.</b>		
<b>2.5.1 General Strategies: Use the MELS requirement to update our inventories as an opportunity to improve our management systems.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The College has the technology in place that meets the MELS requirement and facilitates the on-going collection and transfer of data on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire and install the technology required by MELS.</li> </ul>	<ul style="list-style-type: none"> <li>This specific outcome could be facilitated by the development of the project management, collaboration, and communication tools.</li> </ul>
	<ul style="list-style-type: none"> <li>Research and select methods for the collection and management of data on an on-going basis.</li> </ul>	
<ul style="list-style-type: none"> <li>College Admin and campus staff have the skills needed to implement and maintain the new systems.</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement a training process.</li> </ul>	
<ul style="list-style-type: none"> <li>The College has a complete inventory of its immovable capital assets that has been successfully transmitted to MELS within the required timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a college wide inventory of immovable capital assets to transmit to MELS.</li> </ul>	

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>	
<b>2.6 General Outcome: Next Multi-Year Plan is in place.</b>			
<b>2.6.1 General Strategies: Engage the college community in the ongoing development and revision of the College Strategic Plan (CSP)</b>			
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>	
<ul style="list-style-type: none"> <li>The College has a multi-year strategic plan that responds to its mission, local needs, and government requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a portrait of where the college should be at the end of the multi-year plan.</li> </ul>	<ul style="list-style-type: none"> <li>In this document the term “service” refers to each of the college admin services, including: educational, human resources, finance and operations, and information technology.</li> <li>It is important to note that not all priorities, general outcomes, and specific outcomes will apply to each campus or service. However, it is important, particularly for services, to receive feedback from each campus and service to assist in the development process.</li> <li>It will be important for Campus and Service Directors to guide and help in the consultation of their teams.</li> </ul>	
	<ul style="list-style-type: none"> <li>Identify 3 to 5 priorities that will guide the planning process and related General Outcomes and Strategies.</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop college wide, campus based, and college admin specific outcomes, specific strategies and actions, and related performance and success indicators.</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop a revised draft CSP for consideration.</li> </ul>		
	<ul style="list-style-type: none"> <li>Share with the College community the progress towards the development of the next multi-year College Strategic Plan.</li> </ul>		

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>COLLEGE-WIDE</b>
<b>2.7 General Outcome: College planning evolves and improves based on our previous experience.</b>		
<b>2.7.1 General Strategies: Evaluate the effectiveness of the 2004-2008 Strategic Plan.</b>		
<b>Specific Outcome</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The College has evaluated the effectiveness of its 2004-2008 Strategic Plan (SP).</li> </ul>	<ul style="list-style-type: none"> <li>Conduct the evaluation and produce a draft report in time to inform the finalization of the next multi-year strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>It is important that any lessons learned that emerge from the 2004-2008 Strategic Plan be integrated into the development of the next multi-year Strategic Plan.</li> <li>Additional actions and indicators will be developed when the CEEC clarifies its criteria and framework.</li> <li>Achievement of this outcome extends into the 2009-2010 academic year when the final report and action plan will be completed.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>LENNOXVILLE &amp; ST. LAMBERT</b>
<b>2.8 General Outcome: The College is exploring strategic opportunities to improve services to students.</b>		
<b>2.8.1 General Strategies: Explore opportunities for improvements to College programming and infrastructure.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Regional and English community needs identified in the <i>Regional Plan for Professional and Technical Education</i> are advancing towards approval and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote the Nursing Program as a key element in the College's plan to increase technology programs to respond to local, regional, and provincial needs.</li> </ul>	<ul style="list-style-type: none"> <li>If a program is approved during the year, it will be important to revise the specific strategies and actions to reflect preparations for implementation.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>ST. LAMBERT</b>
<b>2.8 General Outcome: The College is exploring strategic opportunities to improve services to students.</b>		
<b>2.8.1 General Strategies: Explore opportunities for improvements to College programming and infrastructure.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Regional and English community needs identified in the <i>Regional Plan for Professional and Technical Education</i> are advancing towards approval and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote other program initiatives identified in the <i>Regional Plan for Professional and Technical Education</i>.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>ST. LAMBERT</b>
<b>2.8 General Outcome: The College is exploring strategic opportunities to improve services to students.</b>		
<b>2.8.1 General Strategies: Explore opportunities for improvements to College programming and infrastructure.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>Strategic partnerships are furthering initiatives identified in the <i>Regional Plan for Professional and Technical Education</i>.</li> </ul>	<ul style="list-style-type: none"> <li>In partnership with CEGEP de Valleyfield, determine the programming possibilities for the Châteauguay Project.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Continue to explore the opportunities for infrastructure development offered by the Aeroterm Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>It will be important in Phase 2 to get an approval in principle from the Québec Government. Understanding that an “approval in principle” is not a final approval, but approval to continue forward to the next step.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>ST. LAWRENCE</b>
<b>2.8 General Outcome: The College is exploring strategic opportunities to improve services to students.</b>		
<b>2.8.1 General Strategies: Explore opportunities for improvements to College programming and infrastructure.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The campus infrastructure meets students' needs related to curricular, co-curricular, and extra-curricular activities.</li> </ul>	<ul style="list-style-type: none"> <li>Identify improvements in the infrastructure needed to sustain curricular, co-curricular, and extra-curricular activities</li> </ul>	<ul style="list-style-type: none"> <li>SILC will be an important source of data to assist in this research.</li> <li>As all Champlain students, the students at the St. Lawrence Campus have the right to access facilities that meet their curricular, co-curricular, and extra-curricular needs, including sports, the arts, and cultural activities. The limited space available to support these activities remains a concern.</li> </ul>

<b>2. PRIORITY: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS</b>		<b>LENNOXVILLE</b>
<b>2.8 General Outcome: The College is exploring strategic opportunities to improve services to students.</b>		
<b>2.8.2 General Strategies: Continue to identify opportunities and strategies to increase enrolments and retention.</b>		
<b>Specific Outcomes</b>	<b>Specific Strategies</b>	<b>Notes</b>
<ul style="list-style-type: none"> <li>The Enrolment and Retention Committee has developed and supported the implementation of specific strategies to increase enrolments and retention.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the work of the Enrolment and Retention Committee, ensuring that key specific strategies have been identified and implemented.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## Planning Term Definitions

Within the literature, strategic planning terminology varies from one context to another. The purpose of this listing is to provide us with a limited set of working definitions to ensure that we have a shared language for talking about strategic planning in the CRC context. This list will evolve as we develop and refine our skills and processes.

Strategic Planning Terminology	
Term	Working Definition
<b>Strategic Action Plan (SAP)</b>  <i>(Includes: SSP, CAAP, &amp;TSAP)</i>	<p>The <i>Strategic Action Plan (SAP)</i> guides the activities of the College for a multiple year period, and incorporates all of the key aspects of operations, most notably: Ministry orientations, key priorities, program needs, special projects, and initiatives. It includes, but is not limited to, background information, priorities, desired outcomes, general strategies, specific strategies, and indicators. Basically, it is a “blueprint” for action that will move the College forward in the spirit of continuous improvement.</p>
<b>Priorities</b>	<p><i>Priorities</i> are statements of what is important to the college community. They provide the focus for the <i>Strategic Action Plan (SAP)</i>.</p>
<b>General Outcome</b>	<p>A <i>General Desired Outcome</i> describes a desired end result. It is usually written in the present tense, and is achieved through one or more <i>General Strategies</i>.</p> <p><i>For Example:</i> Students are able to meet the demands of college-level studies.</p>
<b>General Strategy</b>	<p>The <i>General Strategy</i> is usually a description of the general direction or orientation for achieving the <i>General Desired Outcome</i>. It is not specific in nature, and is usually related to one or more <i>Specific Desired Outcomes</i> (please see below).</p> <p><i>For Example:</i> Develop and implement a new IPESA.</p>
<b>Specific Outcome</b>	<p>A <i>Specific Desired Outcome</i> describes a desired end result in relation to the <i>General Strategy</i>. It is usually written in the present tense.</p> <p><i>For Example:</i> Students are mastering course content and achieving course competencies.</p>
<b>Specific Strategies</b>	<p><i>Specific Strategies</i> are the means by which a <i>Specific Desired Outcome</i> is achieved, and usually include a set of possible <i>Actions</i>.</p> <p><i>For Example:</i> The <i>Specific Strategies</i> to assist in helping student master course content might include peer tutoring or tailored workshops.</p>