



The Transitional Strategic Action Plan (TSAP)

Context:

In 2004, Champlain Regional College developed its first Strategic Plan that was to span three years 2004-2007. This original plan was extended into the 2007-2008 academic year in anticipation of changes, including the engagement of a new Director General in October 2007.

Given that the development of a truly “strategic” and meaningful multi-year plan requires time to assess the needs and priorities of each campus and ensure appropriate consultation is done, it was decided that the existing plan would have to be extended or a transitional plan developed.

Feedback from the campuses included comments such as “the College community feels disconnected from the Strategic Action Plan because of the length and specificity of the document”¹. This combined with a recognition that time would have to be devoted to the development of the second generation multi-year strategic plan and a thorough evaluation of the 2004-2008 Strategic Plan, lead to the decision to develop a “Transitional Strategic Action Plan” (TSAP).

Principles that Guided the Process:

Strategic Planning...

- *should be* rooted in the College’s Mission, Vision, and Values.
- *should not* address day-to-day operations, but...
should remind us of our priorities and desired outcomes, and map out strategic actions that will help attain them.
- *should not* set expectations that exceed the capacity of the organization, but...
should encourage the organization to set high expectations and consider possibilities.
- *is not* about “power and control”, but...
is about “relationships and synergy”.
- *should not* be the production of a “Compliance Document”, but...
should be the development of a “Living Document” that guides our actions and practice.
- *should* focus on student success and continuous improvement.

Process for the Development of the TSAP:

| Timing: | Process: |
|--------------------|--|
| December 2007 | <ul style="list-style-type: none">• Complete review of the CAAP 2007-2008 & SAP 2004-2008 |
| January 2008 | <ul style="list-style-type: none">• Identification of elements to retain in the TSAP based on priority and capacity |
| February 2008 | <ul style="list-style-type: none">• Training of the All Management Team |
| March – April 2008 | <ul style="list-style-type: none">• Campus and service consultation on specific elements to include in the TSAP<ul style="list-style-type: none">• Carry-forward items from CAAP and SAP, and• Additions based on specific campus needs and MELS requirements |
| May 2008 | <ul style="list-style-type: none">• Campus and service consultation• Presentation to the Board of Governors• Presentation to the Commission of Studies |
| June 2008 | <ul style="list-style-type: none">• Consideration by the Board of Governors |

You will note that the TSAP is considerably shorter and more precise than previous plans. However, we believe that this will contribute to focusing our efforts, energy, and resources in the spirit of continuous improvement.

We ask that if you have any comments or questions related to this transitional plan, that you share them with your representatives on the Commission of Studies and/or the Board of Governors.

We look forward to working with you in the year ahead as we develop the second generation of Champlain's Strategic Plan.

Most sincerely,

Ken Robertson

J. Kenneth Robertson

ⁱ Excerpt from: 2006-2007 Annual Report, Section 10.2 (p. 178)