CHAMPLAIN REGIONAL COLLEGE

OF GENERAL AND VOCATIONAL EDUCATION

ADMINISTRATIVE FRAMEWORK FOR
COLLEGE PLANNING

Please Note:

An *Administrative Framework* (AF) is an administrative document that provides general guidelines for: the implementation of College Bylaws and Policies; ongoing administrative activities; and specific administrative functions. An AF usually outlines the guiding principles, procedures, and responsibilities related to a specific administrative function. However, College management is always expected to exercise good judgment, therefore, specific situations and circumstance may require some adjustments in procedures.

This administrative framework was adopted for the first time by the Director General's Advisory Committee (DGAC) on November 9th, 2010, and subsequently amended:

Director General's Advisory Committee (DGAC)   Date: November 13th, 2012

1. **Purpose:**
   The purpose of this administrative framework is to establish the process and procedures for the development and revision of the *College Strategic Action Plan (CSAP)* and the *Annual Operational Plan (AOP*.

2. **Definitions:**
   Key Documents:
   2.1. The *College Strategic Action Plan (CSAP)* guides the activities of the College for a five-year period, and incorporates all of the College's key strategic directions through a set of priorities, general outcomes, general strategies, and related global indicators. It is a collective effort that has been developed through extensive consultation and general consensus.

   2.2. The *Annual Operational Plan (AOP)* includes all of the strategic and operational imperatives for a given academic year. The AOP is directly linked to priorities, general outcomes, and general strategies of the *CSAP*, through specific strategies (initiatives, projects, and activities) with related performance and success indicators.

   2.3. An *Administrative Framework* is a document that outlines the guiding principles, procedures, and responsibilities related to a specific administrative function.

   Planning Terminology:
   2.4. *Planning Tables* are the structure used to represent College plans and include at the minimum the elements that follow.

   2.5. *Priorities* are statements of what is important to the college community. They provide the focus for the *CSAP* and *AOP*. It usually is further defined by a series of *Outcomes* and related *Strategies.*

   2.6. An *Outcome* describes a desired end result. It is usually written in the present tense, and is achieved through one or more *Strategies*.

   2.7. A *Strategy* is usually a description of the general direction or orientation for achieving the *Outcome*, which is defined in terms of an *initiative, project, or activity* that can usually be broken down into a series of actions or tasks.

   2.8. A *Performance Indicator* is a measure of success that can be used to identify if a *strategy* has been completed. They are used to track the completion of actions or tasks as we work towards the successful attainment of an *Outcome*.

   2.9. A *Success Indicator* is a measure that is linked to the attainment of an *Outcome*. *Success Indicators* are made-up of quantitative or qualitative data and create benchmarks and targets for future planning.

   Other Definitions:
   2.10.*Consultation* is the process by which stakeholders have the opportunity to provide their view and advice on a particular issue or item, and receive feedback on the view or advice provided.

   2.11.*Stakeholders* are individuals and groups who have a vested interest in the implementation of the administrative framework. Stakeholders may include, but are not limited to: Board of Governors, Commission of Studies, Director General's Advisory Committee (DGAC), other committees of the Board and College, associations (including students', administrative, and others as needed), unions (including all categories of personnel as needed), and community members.

3. **Guiding Principles and General Considerations:**
   3.1. The College's strategic plans and processes must be:
   - Rooted in the College's Mission, Vision, and Values;
   - Focused on student success;
   - Supportive of continuous improvement;
   - Rooted in the development of relationships and synergy;
   - Encouraging the organization to set high expectations and consider possibilities in the context of the resources available to the College;
   - Based on priorities as defined by desired outcomes, related strategies, and indicators to measure their attainment; and
   - "Living documents" that are changed and adjusted to meet the evolving needs and context of the College and its campuses.

   3.2. The Board of Governors is responsible for the adoption of the College Strategic Action Plan and the Annual Operational Plan, and the formal adoption will be recorded in the minutes of the Board.

   3.3. The Director General's Advisory Committee (DGAC) is responsible for the evaluation, development, approval, implementation, and reporting of the College Strategic Action Plan and the Annual Operational Plan.

   3.4. The College supports a model of participatory management and governance where an important element is the consultation of stakeholders affected by the implementation of the College Strategic Action Plan and the Annual Operational Plan. An important part of this consultation process is the review of plans by the Commission of Studies and Executive Committee of the Board of Governors, which forward their recommendations for adoption to the Board of Governors.

   3.5. The Director General is responsible for the College-wide coordination of the planning processes.

   3.6. Campus and Services Directors are responsible for campus coordination of the planning processes and any needed consultation of the members of their team, including faculty, staff, students, and management.

   3.7. There may be situations that require an urgent change or action may be required. Therefore, the processes identified in Section 4 of this administrative framework should be seen as a guideline that can be modified as needed.

4. **Structure and Relationship of the College Plans:**
   4.1. College Strategic Action Plan (CSAP):
   - The CSAP defines the College's strategic priorities for a five (5) year period and includes:
     - College Mission, Vision, and Values
     - Purpose of a Strategic Action Plan
     - College General Profile
     - Campus Profiles including Student Success Indicators
     - Student Profiles: Pre-university, Technical, and Continuing Education
     - "Lesson Learned" from the previous CSAP
     - Other Influencing Factors such as demographic, economic, and others
     - Explanation of how to read Planning Tables
     - Planning Tables that include: Priorities, General Outcomes, General Strategies, General Indicators, Notes, and other elements as needed.

4.2. Annual Operation Plan (AOP):
- The AOP renders operational the general outcomes of the CSAP for a one (1) year period and includes:
  - Explanation of how to read Planning Tables
  - The key elements of the CSAP in the Planning Tables' Headers: Priorities, General Outcomes, General Strategies
  - Planning Tables that include: Specific Strategies, Performance and Success Indicators, Results, Notes, and other elements as needed.

5. **Evaluation of College Plans:**
   5.1. Annually, the Director General's Advisory Committee (DGAC) will review the College's plans and planning processes in the spirit of continuous improvement.

   5.2. During the annual spring planning session, the DGAC will evaluate the College plans (CSAP and AOP) using key planning indicators, including but not necessarily limited to: (see Annex C)
   - Level of campus and service engagement in the development and implementation of plans;
   - Capacity to meet identified outcomes; and
   - Effectiveness of planning process.

   5.3. Based on the evaluation, the DGAC will make recommendations for improving planning processes, the structure of the plans, and the content where applicable, and integrate them into subsequent plans and processes.

6. **Processes and Procedures:**
   The following is a set of general practices that may be adjusted based on a particular need in a given situation or year.
   6.1. College Strategic Action Plan (CSAP): (See Annex B)
   - Evaluation: July – April
     - Twelve (12) month prior to the end of the 5 year CSAP, the Director General will initiate an evaluation of the effectiveness of the CSAP, including:
       - Review of campus and service engagement in the development and implementation processes to identify what worked and what can be improved;
       - Summary of outcomes accomplished and those outstanding; and
       - Identification of processes that worked and those that can be improved.
     - Review of the existing CSAP to identify:
       - Priorities that should be carried forward or not carried forward;
       - General outcomes that are attained or not attained and if they should be carried forward, not carried forward, or rethought so that they would be more meaningful or effective;
       - General strategies that were effective or ineffective;
       - Performance and success indicators that provided a good measure of the results attained and those that were less effective.
     - Based on the evaluation of effectiveness, articulate a set of "Lessons Learned" to assist in the development of the next CSAP.

     - Development: July – April
       - Identify new priorities, general outcomes, general strategies, and indicators that should be included in the CASP through consultation with campuses and services.
       - Drawing on the "Lessons Learned" for the evaluation of the existing CSAP, the review of the existing CSAP, and the identification of new elements for inclusion in the next CSAP, develop the draft of the next five (5) year CSAP.

- Review the draft CSAP to ensure that it is consistent with the Mission, Vision, and Values of the College and the principles outlined in 3.1.
- Consult campus and service teams as needed to ensure that the new CSAP will respond to the needs of the College.
- Adjust the new CSAP based on the review and consultation processes.

- Validation and Approval: May – June
  - The CSAP will be forwarded to the Executive Committee of the Governing Board and the Commission of Studies for review, suggestions, and recommendations to the Board of Governors; and
  - Once the suggestions of the Executive Committee of the Board of Governors and Commission of Studies have been addressed, the CSAP will be forwarded to the Board of Governors for review and approval.

- Implementation: July – June
  - Implementation of those sections of the CSAP that relate to their campus or services are the responsibility of the Directors, who will ensure that:
    - The members of their team work collaboratively;
    - Their team collaborates with other campus and service teams;
    - The outcomes identified in the plan are attained; and
    - Where needed based on experience or changing circumstances, the appropriate changes and adjustments to the plan are made during the Annual Planning Session in the spring.

- Reporting: The 30th of November, March, and June
  - Results will be updated three times a year by campuses and services.
  - The results, which are recorded in the planning tables, will be summarized for presentation to the Board of Governors, but Governors will have access to the planning tables.
  - Results will be presented at the first Board meeting following the development of the update.

6.2. **Annual Operation Plan (AOP):** (See Annex B)
- Evaluation and Revision: January – February
  - Review of the existing CSAP to identify:
    - Strategies that are completed or not completed and if they should be carried forward, not carried forward, or rethought so that they would be more meaningful or effective;
    - Specific strategies that were effective or ineffective;
    - Performance and success indicators that provided a good measure of the results attained and those that were less effective.

- Development: March – April
  - Identify new strategies, and indicators that should be included in the AOP through consultation with campuses and services.
  - Drawing on the review of the existing AOP, and the identification of new elements for inclusion in the next AOP, develop the draft of the next AOP.
  - Review the draft AOP to ensure that it is consistent with the Mission, Vision, and Values of the College.
  - Consult campus and service teams as needed to ensure that the new AOP will respond to the needs of the College.
  - Adjust the new AOP based on the review and consultation processes.

- Validation and Approval: May – June
    - The AOP will be forwarded to the Executive Committee of the Board of Governors and the Commission of Studies for review, suggestions, and recommendation to the Board of Governors; and
    - Once the suggestions of the Executive Committee of the Board of Governors and Commission of Studies have been addressed, the CSAP will be forwarded to the Board of Governors for review and approval.

- Implementation: July – June
    - Implementation of those sections of the AOP that relate to their campus or services are the responsibility of the Directors, who will ensure that:
        - The members of their team work collaboratively;
        - Their team collaborates with other campus and service teams;
        - The outcomes identified in the plan are attained; and
        - Where needed based on experience or changing circumstances, the appropriate changes and adjustments to the plan are made during each reporting session.

- Reporting: The 30th of November, March, and June
    - Results will be updated three times a year by campuses and services.
    - The results, which are recorded in the planning tables, will be summarized for presentation to the Board of Governors, but Governors will have access to the planning tables.
    - Results will be presented at the first Board meeting following the development of the update.

7. **Responsibilities:**
   7.1. The Director General will:
   - Have the overall responsibility for the College's plans and planning processes;
   - Coordinate the activities of the DGAC to ensure the evaluation, development, approval, implementation, and reporting processes of the CSAP and AOP are maintained;
   - Ensure that the plans continue to meet the needs of the College, and where necessary, ensure the needed changes and adjustments are made;
   - Prepare the summary of results at each reporting period and coordinate the presentation of results;
   - Ensure plans and planning results are posted on the website; and
   - Ensure that a summary of the College planning processes are posted on the College website.

   7.2. The Director of Studies will:
   - Have direct responsibility for the Student Success portion of the CSAP and AOP;
   - Lead the evaluation, development, approval, implementation, and reporting processes for the Student Success portion of the CSAP and AOP;
   - Ensure that the Student Success portion of the plans continue to meet the needs of the College, and where necessary, ensure the needed changes and adjustments are made;
   - Assist the Director General in the preparation the summary of results at each reporting period and assist as needed in the presentation of results.

   7.3. Campus Directors and Service Directors will:
   - Have direct responsibility for their campus or service plans and planning processes;
   - Lead the development and revisions processes for the sections of the CSAP and AOP relative to their campus or services;

- Ensure that the plans continue to meet the needs of their campus or service, and where necessary, ensure the needed changes and adjustments are made; and
- Assist as needed in the preparation and presentation of the summary of results at each reporting period.

7.4. Campus and Service management, staff, and faculty will:
- Assist the Campus and Service Directors as needed in the evaluation, development, implementation, and reporting of the CSAP and AOP; and
- Provide suggestions for the improvement of planning processes.

7.5. The Director General's Advisor Committee (DGAC) will:
- Approve and review the processes for evaluation, development, approval, implementation, and reporting of the CSAP and AOP;
- Assist in the evaluation, development, approval, implementation, and reporting of the CSAP and AOP;
- Approve the draft CSAP and AOP for consideration by the Commission of Studies, the Executive Committee, and the Board of Governors;
- Review the CSAP during the annual planning session to identify any needed changes or adjustments; and
- Review the AOP at the end of each reporting period to identify any needed changes or adjustments.

7.6. The Commission of Studies will:
- Review the draft CSAP and AOP and make suggestions for any adjustments or changes;
- Consider a recommendation to forward the draft CSAP and AOP to the Board of Governors for approval;
- Consider proposed revisions to the CSAP; and
- Provide the Director of Studies with feedback when results reports are presented.

7.7. The Executive Committee of the Board of Governors will:
- Review the draft CSAP and AOP and make suggestions for any adjustments or changes;
- Consider a recommendation to forward the draft CSAP and AOP to the Board of Governors for approval;
- Consider proposed revisions to the CSAP; and
- Provide the members of the Directors' team with feedback when results reports are presented.

7.8. The Board of Governors will:
- Consider a recommendation for approval of the draft CSAP and AOP;
- Consider the approval of proposed revisions to the CSAP; and
- Provide the members of the Directors' team with feedback when results reports are presented.

8. **Special Note:**
   During the 2011-2012 academic year, it was decided to simplify our planning model and reduce the process by one level. It was at this point that *specific outcomes* were removed from the planning model.

Champlain Regional College
ANNEX A: ANNUAL CAMPUS AND SERVICE SURVEY

STATEMENT	Strongly Agree 1	Agree 2	Disagree 3	Strongly Disagree 4	Do not know 5
1. In general, the College's planning processes...					
a. ...provide opportunity for our campus or service to have input.					
b. ...take into consideration the unique or specific needs of our campus or service.					
c. ...are effective for our campus or service.					
2. There is appropriate understanding of the planning processes by...					
a. ...the Management Team.					
b. ...the Support Staff.					
c. ...the Professionals.					
d. ...the Faculty.					
3. There is appropriate engagement in the development of plans from...					
a. ...the Management Team.					
b. ...the Support Staff.					
c. ...the Professionals.					
d. ...the Faculty.					
4. There is appropriate engagement in the implementation of plans from...					
a. ...the Management Team.					
b. ...the Support Staff.					
c. ...the Professionals.					
d. ...the Faculty.					
5. In general, identified strategies (initiatives, projects, and activities) are realistic in light of campus and service resources and capacity.					
6. In general, plans are developed and adjusted in light of campus or service resources and capacity.					
7. *(Open for specific content relative to a given year.)*					
8. *(Open for specific content relative to a given year.)*					

What is working?

- _____
- _____
- _____

What is not working?

- _____
- _____
- _____

Recommendations for changes in process or content:

- _____
- _____
- _____

Champlain Regional College

ANNEX B: SUMMARY OF ANNUAL PLANNING CYCLES

Evaluation and Development During Transition Year

(Occurs every 4th year in the 5 year CSAP cycle)

Process	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June
Evaluation of Prior CSAP	Review of Achievements & Survey Development		Review of Existing CSAP		Survey of Campus and Services		Development of "Lessons Learned"		Finalization of Evaluation Report			
CSAP	Preparation for CSAP Development		Identification of New Elements for CSAP				Compiling of: New Elements, Carries Forward, & Lessons Learned		Development of Initial Draft		Validation & Approval of CSAP	
AOP							Review of Existing AOP		Development of Draft New AOP		Validation & Approval of AOP	

Annual Implementation Cycle

	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
CSAP (Continued)	Implementation				Report	Implementation			Report	Implementation		Report
AOP	Implementation				Report	Implementation			Report	Implementation		Report
"Next" AOP							Review of Existing AOP		Development of Draft New AOP		Validation & Approval of AOP	

... and the Cycle Continues...

Evaluation and Review Periods		**CSAP Evaluation = 10 months**
Development Periods		**CSAP Development = 10 months**
Validation and Approval Periods		**CSAP Implementation = 5 Years**
Reporting Periods		**AOP Development = 4 months**
Implementation Periods		**AOP Implementation = 1 year**

Page 9 of 9   **Last Revision: 2010.12.21**