



Transitional Strategic Action Plan
2008-2009

Campus/Service Summary
Final Update: June 30th, 2009

PRIORITY 1: FACILITATING AND ENHANCING STUDENT SUCCESS

STUDENT & ACADEMIC SUCCESSES:

Central Services

Student Success Bylaw

- The bylaw on Student success, Bylaw 8, has been revised so that suspension measures are clearly defined, according to a request by the MELS. The changes have been approved by the Commission of Studies and Board of Governors and we have received a positive response from the MELS. (Ref.: 1.1.1.1)

Lennoxville

Language Labs:

- Students continue to have access to quality language learning resources and services. The French language labs have been updated with new computer equipment. (Ref.: 1.4.1.7)

Federal Reinvestment – Enjeu 2

St. Lambert

Student Success Initiatives:

- Additional tutoring support (100% of requests met; 90% satisfaction with service) (Ref.: 1.4.1.4) **Federal Reinvestment – Enjeu 2**
- Increase Academic Advisor time (0.5 FTE) **Federal Reinvestment – Enjeu** (Ref.: 1.4.4.5)
- Contract granted for a 0.6 FTE Education Advisor for Recognition of Acquired Competencies (RAC). Focus has been given to “educational support”, rather than trying to cover “career planning”, given that RAC has become an important issue provincially. (Ref.: 1.4.4.5) **Federal Reinvestment – Enjeu 1**
- Students have access to a comprehensive approach to educational and career planning - Engage academic advisors and counsellors in the development of a comprehensive approach to assisting students in educational and career planning. 100% of academic advisors and counsellors agree or strongly agree that there is greater opportunity for collaboration across services. (Ref.: 1.4.4.5)
- Students with diagnosed special learning needs have access to the support services they need to succeed. 80%-time learning needs specialist engaged. (Ref.: 1.4.1.6) **Federal Reinvestment – Enjeu 2**
- Students have a sense of belonging to their program and campus - Student participation in program-based activities: Sports Management: 100%; Advertising Management: 94%; Tourism: 100%; Graphic Communications: 100%; and Computer Science: 90%. 90% of students agree or strongly agree that the program provides a sense of community. (Ref.: 1.4.2.1)

Second Language Projects:

- Students continue to have access to quality language learning resources and services. A portion of the additional faculty resources provided for in the federal reinvestment has been allocated to the « Centre d'aide en langue ». **Federal Reinvestment – Enjeu 2**

*St. Lawrence***Student Success Initiatives:**

- The IPESA is considered central to our student success initiatives (Ref.: 1.1.2.1).
- Strong faculty participation in IPESA consultation.
 - Pedagogical Days organized with IPESA being the focal point.

Teacher Induction Program:

- St. Lawrence, through the work of Norman Bourgeois, has taken the lead (locally and provincially) to better prepare our teachers to exercise their profession with a student success focus. (Ref.: 1.3.1.1).
- Faculty were given opportunities, through workshops, to better understand entering students. 90% of faculty participation. (Ref.: 1.3.2.1). **Federal Reinvestment – Enjeu 3**
- A partnership was established with CQSB to help in providing expertise in this area. (Ref.: 1.3.2.2)

Staffing for Student Success:

- The student support team is stronger than ever. More resources have been placed in counselling, psychological services and special needs advising. (Ref.: 1.4.4.5).
- A second wave of additional resources are now being considered to meet the growing demand. (Ref.: 1.4.4.6). **Federal Reinvestment – Enjeu 2**
- Evaluation of the success of our work with special needs students has proven to be very positive.
- After an evaluation, it was determined that language workshops are widely accepted by students and staff as a necessity in our campus operations. (Ref.: 1.4.1.7) **Federal Reinvestment – Enjeu 2**
- A second language expert was hired to study the needs of our students in this area. Strategies will be suggested by the consultant to better meet these needs. Additional resources were added to help our weak French second-language students. (Ref.: 1.4.1.7) **Federal Reinvestment – Enjeu 2**
- Our student tutoring program has been evaluated and corrective measures have been taken to better meet the needs of our students. (Ref.: 1.4.1.4) **Federal Reinvestment – Enjeu 2**
- The Skytech system has been introduced on campus. Mr. Guy Mercier was hired to help us with the implementation process. The Pedagogical Counsellor is working with the faculty in the area of IT. Students have enthusiastically reacted to the OMNIVOX system. (Ref.: 1.4.1.9) **Federal Reinvestment – Enjeu 2**

Recognition of Student Success:

- Our graduation ceremony celebrates our student successes. All departments are involved in presenting awards. All staff categories are involved in the preparation of graduation.
- Our “viewbook”, used in college recruiting, highlights student success.

PROGRAMS:***Central Services*****Program Evaluations:**

- Program evaluations were completed at the Lennoxville campus – Creative Arts Languages and Literature, St. Lambert campus – Graphics Communications and St. Lambert Continuing Education – Information Technology Support Specialist AEC program. All three were approved, along with their action plans, by the Commission of Studies and Board of Governors and respected the Institutional Policy for the Evaluation of Programs. (Ref.: 1.2.1.1)

Lennoxville**Nursing Program:**

- Regional and English community needs identified in the *Regional Plan for Professional and Technical Education*. Permanent approval for Nursing received in April. (Ref.: 2.8.1.1)

St. Lambert**Program Evaluations:**

- Graphic Communications DEC (Ref.: 1.2.1.1)
- Information Technology (IT) Support Specialist Program AEC (Ref.: 1.2.1.1)
- Program Revisions And Action Plans

New Programs/Profiles:

- 2 new AECs developed: Logistics and Transport – 14 students enrolled (maximum for an EQ-funded group is 15 students); Early Childhood Education AEC 25 students enrolled. (Ref.: 2.8.1.1)

St. Lawrence**Program Revisions:**

- The unique joint Limoilou – St. Lawrence Tourism program is carefully studied in order to bring positive revisions.
- Questionnaires have been completed by staff and students in relationship to the upcoming science evaluations.

CAPACITY BUILDING:***Central Services*****Faculty have access to Training:**

- The Performa program from the *Université de Sherbrooke* has adapted modules for teachers training which have been offered on all three campuses, as well as the Master Teacher Program. Some of these modules were adapted as Pedagogical Day activities and proved to be highly successful (ex. Motivation of Students, Evaluating Competencies). (Ref.: 1.3.1.1.)
- A project from Champlain, the Pedagogical Induction Program, was accepted for funding by the *Entente Canada-Québec* and will be coordinated by Normand Bourgeois from St. Lawrence. The program will train the Education Advisors to provide pedagogical support and training for new teachers (Ref.: 1.3.1.1.).

Lennoxville**Faculty Evaluation:**

- Faculty are being provided with an opportunity to improve their teaching skills through the use of evaluations conducted by CIREPE. (Ref.: 1.3.1.2) **Federal Reinvestment – Enjeu 3**

Psychological services:

- Students have access to the psychological services they need. (Ref.: 1.4.1.3) **Federal Reinvestment – Enjeu 2**

Changing Clientele:

- New faculty can participate in the Pedagogical Induction Program which includes information on the nature and character of entering students. (Ref.: 1.3.2.2)

St. Lambert**Generic Course Plans:**

- Fall 2008 - 52% of plans complete and Winter 2009 - 33% complete; 85% of generic course plans courses with multiple sections complete. 33% of the faculty agrees or strongly agrees that the use of generic course plans produces greater coherence for courses they teach with multiple sections. (Ref.: 1.1.1.3)

Professional Development for all Classes of Personnel:

- *Master Teacher Program:* 11 faculty participating – 100% satisfaction rate. (Ref.: 1.3.1.1.)
- Faculty have access to training to enhance their instructional and evaluation skills. Pilot the Teaching for Understanding Program at St. Lambert. Regrettably, the grant proposal to fund the program was not approved under the Canada/Québec Entente. (*Note: Funding will be sought through the Federal Reinvestment budget in 2009-2010 to run the pilot project.*) (Ref.: 1.3.1.1)

St. Lawrence**Generic Course Plans:**

- All generic course outlines are completed. (Ref.: 1.1.1.3)

Teacher Evaluation Process:

- The teacher evaluation process has received very positive appreciation from the faculty. The procedure is considered fair and helpful. Teachers who were evaluated were all met by the evaluation consultant and Academic Dean to identify strengths and areas of improvement. When suggested, teachers were asked to take language courses to improve their skills. (Ref.: 1.3.1.2) **Federal Reinvestment – Enjeu 3**

Excellence in Teaching:

- Mr. Salvador Lopez was recognized by the AQPC for his excellence in teaching.

PRIORITY 2: FACILITATING AND ENHANCING INSTITUTIONAL SUCCESS

GOVERNANCE AND POLICY INITIATIVES:

Central Services

Recruitment and Retention policy:

- Campuses have identified certain elements in order to help the reflection for the drafting of the policy in the upcoming academic year. (Ref.: 2.1.1)
- To assist in the development of this policy and other bylaws and policies, a *Bylaw and Policy Development and Review Framework* has been put in place through DGAC to ensure consistency in the consultation and development processes. (Ref.: 2.1.1)

College Strategic Action Plan 2009-2014:

- Through an extensive consultation process extending over an 18 month period the whole college community was engaged in the development of the new multi-year *College Strategic Action Plan 2009-2014* (CSAP), which includes: college and campus profiles, present success rates, key priorities and outcomes, and indicators for success. It forms the basis for the development of the *Annual Operation Plans* (AOP). (Ref.: 2.6.1)

Evaluation of the Strategic Plan 2004-2008:

- For both the College's benefit and in response to a Commission d'évaluation de l'enseignement collégial (CEEC) mandate, an evaluation of the *Strategic Plan 2004-2008* was initiated. While the complete report is expected for December 2009, preliminary considerations were prepared to inform the development of the CSAP. (Ref.: 2.7.1)
- **Evaluation of the new IPESA and the Three PESLS:**
An evaluation report by the Commission d'évaluation de l'enseignement collégial (CEEC) of our new IPESA was received in October, 2009, with one recommendation to add a section on "responsibilities" to the policy. The CEEC also visited all three campuses and Continuing Education services for the evaluation of the 3 PESLS. We await the official report from the Commission. (Ref.: 1.1.1.2.)
- **Support for the Implementation of the Institutional Policy on the Evaluation of Student Achievement (IPESA)**
A key element to the application of the new policy is the development of generic course plans. These require a concerted effort involving teachers, program committees and departments. To date, all generic course plans have been completed at St. Lawrence and Lennoxville and considerable progress is being made at St. Lambert. (Ref.: 1.1.2.1.)

OPERATIONS:

Central Services

On-line access to documentation and information for Board members:

- Board information is now available on line in an effort to move to less paper distribution. (Green initiative / Ref.: 2.2.1.1)

Crisis management:

- Emergency plans for all locations have been prepared and finalized with a consultant. It was presented to every College manager in spring 2009. Procedure documentation has been remitted to key people on each site. (Ref.: 2.1.1.4)

Information Technology (IT) Long-Term Strategy:

- Given the need to continuously improve IT systems to meet new government requirements, a long-term strategy spanning 3 to 5 years to move from internally developed systems to outsourced web-based systems was developed. Priority has been given to the pedagogical systems that support and facilitate services to students and faculty, and will be fully operational in the 2009-2010 academic year. Administrative system needs, human resources and finance, have also been assessed and the college will be working with the IT provider to ensure that they meet the College's requirements as they are developed and implemented over time. (Ref.: 2.3.1.1)

Accounting Reform and Facilities Inventory Management System:

- Both these major operational changes were delayed as the Ministry determines specific orientations and directions for these projects.

St. Lambert:**Adjustments and changes in operations**

- Electronic communication responds effectively to the needs of the internal and external communities. 14 Management Team, 163 Faculty and Staff and 2,676 Students (Regular and Continuing Ed.) use new system; 74% of users that agree or strongly agree that the new systems and services provide for their needs. (Ref.: 2.3.1.3)

SPECIAL PROJECTS:**St. Lambert****Community connections and initiatives**

- Regional and English community needs identified in the Regional Plan for Professional and Technical Education are advancing towards approval and implementation; (Ref.: 2.8.1.1)
 - *Bus route to Chateaugay will commence Fall 2009.*
 - Agreement reached with other colleges in the Montérégie on the future demand for the Special Care Counselling Program.
 - St. Lambert is still waiting for a response from the Minister, and while it appeared that approval would come in the spring, it has again been delayed.

Partnerships

- Continue to explore the opportunities for infrastructure development offered by the Aeroterm Partnership - *partners confirm that the project is both feasible and will be an asset to the college, the community, and all interested parties.* (Ref.: 2.8.1)

St. Lawrence**Infrastructure Needs:**

- St. Lawrence conducted a comprehensive assessment of infrastructure needs (Ref.: 2.8.1.3)
 - The results of the assessment clearly point to the campus' need to expand.
 - The St. Lawrence community enthusiastically supports the plan to expand.
 - A strategic planning timetable has been developed.
 - Our architect has presented preliminary plans.
 - These plans have been presented to the city.
 - Community support is being sought with preliminary support being very encouraging.
 - Meetings with government officials have been planned and the official request to the Ministry will be completed in the fall 2009 semester.