

RETROSPECTIVE 2016-2020

BRIEF SUMMARY OF ACCOMPLISHMENTS

Presented by: Odette Côté
Director General

Presented to: The Board of Governors

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BRIEF SUMMARY OF ACCOMPLISHMENTS

Preamble

The historic transformation of CRC would not have occurred without the incredible efforts of a broad coalition of students, teachers, staff, professionals, community leaders and the CSN-FNEEQ unions who initiated and supported the movement for structural change and equitable financing during 7 years.

In 2016 Champlain Regional College (CRC) was facing a lot of uncertainty in regards to its direction and future, as important challenges were created by the need to reconcile three campuses and communities under a single administrative structure. Two of its faculty associations had solicited the Minister Responsible for Higher Education on several occasions to transform the college into three independent Cegeps.

With the support of the Board of Governors, a detailed inquiry was conducted by David Birnbaum (Parliamentary Assistant to the Minister of Higher Education) to examine what changes would be necessary to ensure the future success and well-being of the college and to see how student welfare and success could be enhanced. Recommendations from the Birnbaum Report lay the foundations for CRCs transformation where the decision was to provide more academic autonomy to the Colleges within the Regional College.

Hence, the priority for the last four years has been about the implementation of the new governance structure, while ensuring that the Regional College operates within a commonly agreed framework, in accordance to its mission and values. Principles of reciprocity, accountability and transparency guide its operations to ensure that the decision-making process is close to the students and local communities served by each College.

Following are key challenges CRC was facing and a brief summary of accomplishments which have brought the college to where it is today.

BRIEF SUMMARY OF ACCOMPLISHMENTS

Key Challenges

GENERAL

- Multiple budget cuts
- Increased accountability
- Demographic decline
- Increase in students with disabilities or requiring special needs
- Mass departures due to retirements
- Technological development in a digital era
- Globalization and internationalization
- Funding for college research
- Ecological footprint and sustainable development
- Support for regional development

CHAMPLAIN

- All-time low workplace atmosphere
- Longstanding request for independence
- Strong desire for decentralization
- Confusion of roles and responsibilities
- Budget deficit
 - Lack of funding for Champlain
 - Inactive Foundations
 - Inactive Continuing Ed. Services
- Difficult to recruit personnel
- Several CEEC Recommendations
- Relatively new leadership team
- Relatively new Board members
 - Low Board membership

BRIEF SUMMARY OF ACCOMPLISHMENTS

2016-2017

Context

- Independence movement at its peak
- Concerns about the direction and future of the college
- Compliance to the CEEC – a lot to be done
- CRC's Financial situation is fragile

Priorities

1. Work towards a healthier workplace environment
2. Ensure Compliance to the requirements of the CEEC
3. Strengthen our Finance and Continuing Education Departments
4. Tap on the Strengths of our Multi-Regional Structure

BRIEF SUMMARY OF ACCOMPLISHMENTS

2016-2017

Accomplishments

1. Work towards a healthier workplace environment

- DG met 26 college groups to hear their concerns
- The Minister of Education is made aware of CRC's concerns and help is requested
- Birnbaum is mandated to hear CRC personnel, analyse and make recommendations

2. Ensure Compliance to the requirements of the CEEC

- The DG meets with the CEEC president reiterating CRC's willingness to collaborate
- Recommendations lifted for ALC Program (LAW)
- 7 New Programs and 6 Program Revisions are Board approved
- Strategic Plan and Student Success Plan (efforts, but not satisfactory)

BRIEF SUMMARY OF ACCOMPLISHMENTS

2016-2017

Accomplishments

3. Strengthen our Finance and Continuing Education Departments

- Revival of Foundations and Continuing Education
- Grants obtained through government programs
 - Provincial, Municipal, Entente Canada Québec, Special Annexes, CISCO, etc.
- 600,000 \$ surplus

4. Tap on the Strengths of our Multi-Regional Structure

- 2 MOUs are signed with China and 3 other Chinese Colleges show interest
- Partnerships: Cégeps Limoilou and Beauce-Appalaches (Bilingual DEC's)
- Projects are initiated to build synergy across campuses
 - Online consortium, Buildings & Equipment Web tool, Emergency Plan, etc.

BRIEF SUMMARY OF ACCOMPLISHMENTS

2017-2018

Context

- Awaiting the Birnbaum Report regarding the future direction of the college
- Compliance to the CEEC – still a lot to be done
- CRC's Financial situation is better, but still fragile

Priorities

1. **Work towards a healthier workplace environment**
2. **Ensure compliance to the requirements of the CEEC**
3. **Strengthen our Finance and Continuing Education Departments**
4. **Tap on the strengths of our multi-regional structure**

BRIEF SUMMARY OF ACCOMPLISHMENTS

2017-2018

Accomplishments

1. Work towards a healthier workplace environment

- The Birnbaum report is produced with recommendations approved by the Minister
- A Board sub-committee is formed
- Board adopts a resolution to move to Chapter II of the Colleges Act (Feb. 23, 2018)
- Healthier Workplace Environment (HWE) committees are implemented
 - HWE activities are organized for DGAC and All-Management members

2. Ensuring compliance to the requirements of the CEEC (and other)

- Non-Smoking Policy and Institutional Policy on Research are Board approved
- Recommendations lifted for Science Program (LAM)
- Elements put on hold as Birnbaum Report becomes a priority
 - Review of the 2015-2020 Strategic Plan and Student Success Plans, Revisions to the IPMAP, QAA, Evaluation of the IPESA, etc.

BRIEF SUMMARY OF ACCOMPLISHMENTS

2017-2018

Accomplishments

3. Strengthen our Finance and Continuing Education departments

- Request to the Ministry of Education for additional funding
- DG attends 26 meetings to request additional funding at several political levels
- Efforts are made to revive Foundations and Continuing Education Departments

4. Tap on the strengths of our multi-regional structure

- Saint-Lambert
 - 5 New Programs (Virtual Reality, HR Support Specialist, Office Administration, Accounting, Transportation)
 - 3 Program Revisions (SCC, Office Administration, Tourism)
- Lennoxville - 1 new program (ECE)
- St. Lawrence - 1 new program (Accounting)

BRIEF SUMMARY OF ACCOMPLISHMENTS

2018-2019

Context

- Interim Director of Studies retires (June 2018)
- Board resolution requires a move from Chapter I to Chapter II of the Colleges Act
- Changes to the college's governance structure and academic operations are required

Priorities

- 1. Ensure the successful transition of our new Governance Structure**
- 2. Ensure the smooth transition of Academic Operations**
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- 3. Work towards a healthier workplace environment**
- 4. Continue to strengthen the college's financial situation**

BRIEF SUMMARY OF ACCOMPLISHMENTS

2018-2019

Accomplishments

1. Ensure the successful transition of our new Governance Structure

- A subcommittee of the Board of Governors is formed & attends 27 meetings
 - Letters Patent and 5 New Bylaws are recommended to Board of Governors
- 7 Board Working Sessions to review Letters Patent and 5 Bylaws

2. Ensure the smooth transition of Academic Operations for 2019-2020

A 2018-2019 Academic Work Plan is created and 18 elements are accomplished:

- 2 New Policies, 1 New Procedure, 4 New Programs, 4 Program Revisions
- 2 Bylaws and IPESA Revisions
- Report on the Evaluation of the Implementation of the IPESA and Action Plan
- Plan for Evaluating the 2015-2020 Strategic Plan

BRIEF SUMMARY OF ACCOMPLISHMENTS

2018-2019

3. Work towards a healthier workplace environment

- Data and positive testimonies received from 17 different areas

Appreciation of Work Context							
Element evaluated	Rating: 1=Unsatisfactory / 2=Needs improvement / 3=Satisfactory / 4=Highly Satisfactory						
	Ratings from the seven members of the SMC						
Support from supervisor							3.9
Workplace atmosphere in service area							3.6
College workplace atmosphere							3.9
Feelings of contribution							3.8
Feelings of appreciation							3.5
Overall rating for the 5 elements evaluated							3.7

Note

In the table on the left-hand side, some boxes are empty as ratings have been left out to assure the confidentiality of respondents.

- Appreciation of Work Context overall rating went from **2.9** in 2017 to **3.7** in 2020

4. Continue to strengthen the college's financial situation

- 2016-2017 – 52.2 M \$
- 2017-2018 – 52.2 M \$
- 2018-2019 – 57.5 M \$
- 2019-2020 – 63.2 M \$
- 2020-2021 – 63.5 M \$ Budget

BRIEF SUMMARY OF ACCOMPLISHMENTS

2019-2020

Context

- New CRC under Chapter II of the Colleges Act
- A new governance structure is implemented, granting academic autonomy to the three new Constituent Colleges and ensuring that the decision making process is closer to students and local communities served by each college
- The COVID-19 world pandemic, sanitary crisis lands at our doorstep

Priorities

- 1. Ensure the successful transition of our new governance structure**
- 2. Ensure the smooth transition of Academic Operations**
- 3. Address challenges created by COVID-19**

BRIEF SUMMARY OF ACCOMPLISHMENTS

2019-2020

Accomplishments

1. Ensure the successful transition of our new governance model

- New CRC governing instances are created
 - Board of Governors; 3 Governing Boards; 3 Commissions of Studies
- Bylaws are Board approved
 - Bylaw 1 – General Administration of Champlain Regional College
 - Bylaw 3 – Appointment, Renewal of Appointment, and Evaluation of the Director General and Directors of Constituent Colleges
 - Bylaw 5 – Financial Management of the Regional College
- A Private Bill is requested to the Ministry to add a faculty member to the Board

BRIEF SUMMARY OF ACCOMPLISHMENTS

2019-2020

Accomplishments

2. Ensure the smooth transition of Academic Operations

- The following were developed, revised and / or adopted :
 - Policies on Commission of Studies
 - Student Success Work Plans
 - Institutional Policies on the Evaluation of Student Achievement (IPESAs)
 - Report on the Evaluation of the 2015-2020 Strategic Plan
 - Quality Assurance Audit Plan
 - Bylaw 6 – Student Fees

3. Address challenges created by COVID-19

All locations worked relentlessly to ensure student success

BRIEF SUMMARY OF ACCOMPLISHMENTS

Results

WORKPLACE ATMOSPHERE

- Chapter I to Chapter II of the College's Act
 - New Governance
 - 1 Board of Governors
 - Membership at its peak
 - Much improved morale
 - 1 Executive Committee
 - 3 Governing Boards
 - 3 Commissions of Studies
 - 5 Bylaws + 5 Policies Reviewed

REQUIREMENTS OF THE CEEC

- Several recommendations lifted
- IPESA Evaluation Report
- Strategic Plan Evaluation Report
- Quality Assurance Audit

FINANCIAL SITUATION OF THE COLLEGE

- Deficit of 400K\$ to a surplus of 8.6 M \$

	<u>Profit/Deficit</u>	<u>Surplus</u>
2015-16	-400,000	1,1 M
2016-17	+600,000	1.7 M
2017-18	+326,000	2.3 M
2018-19	+1.6 M	4.1 M
2019-20	+4.6 M	8.6 M

- Additional 10 M \$ annual funding
- No deficit at any college location (first time)
- Brochier Report
- Restructuring of Sherbrooke Admin Services

DEVELOPMENT

- Continuing Education is revived
- 20 New Programs and 13 Program Revisions
- Partnerships with other institutions
 - Provincial - 2 Bilingual DEC's, DEL
 - International – China, Kenya, Japan

BRIEF SUMMARY OF ACCOMPLISHMENTS

Conclusion

Let's never forget how far we've come and everything that we've gone through to get to where we are. Let's never forget how much strength we have learned and developed together through the transformation of our new college.

It's now time to look forward, to continue to work together, to be innovative and to ensure that what we implement will be sustainable, conducive to student success and good for future generations.

With sound governance and financial stability Champlain Regional College now has solid foundations to continue to offer quality education that is accessible, in an inclusive and engaging environment, while providing opportunities for brighter futures.

THANK YOU!



CHAMPLAIN
REGIONAL COLLEGE