PROPOSAL: 2013-2018 STRATEGIC PLAN DEVELOPMENT PROCESS

INTRODUCTION

Changes made in December 2002 to the General and Vocational colleges Act and the Act respecting the Commission d'évaluation de l'enseignement collégial required all cégeps to adopt multi-year strategic plans, including student success plans, and to submit them to the Commission for evaluation. The changes also made it mandatory for the colleges to make updates on progress toward meeting the objectives in their strategic plans an integral part of their annual reports. These new legislative provisions were designed to contribute to the government’s goal of improving services to the general public and modernizing Québec public administration, with special emphasis on results-based management practices, application of the principle of transparency and increased accountability.

The mandate of the College’s current strategic and student success plans end in June of 2013 and new ones must be in place for the fall 2013 semester. The new strategic plan will incorporate the Mission, Vision and Values Statements, as well as the Student Success Plan. The strategic plan will include priorities for the next five years along with an action plan to address each priority (with associated, contexts, goals, strategies, actions, indicators, persons or groups responsible and target dates). The plan will also include a description of how it will be implemented and monitored throughout its lifecycle.

The analytical framework for evaluating strategic plans, set forth by the Commission d'évaluation de l'enseignement collégial (CEEC)¹, will be considered when developing the 2013-2018 Strategic Plan and Student Success Plan. The document presented here describes the proposed development process.

Because the time frame is extremely short, work on the development of the new plan will start before final College approval of this proposal has been attained. Any College recommended changes to the proposal will be incorporated into the process while it is underway. It should be noted that more than the usual resources will be required if the project is to be completed on time.

COMMITTEE STRUCTURE

Two committees will oversee the development process: the Strategic Plan Steering Committee (SPSC) and the Strategic Plan Advisory Committee (SPAC). The mandate of SPSC is to provide working documentation and guidance for the SPAC. There are four members on this committee:

- Gilbert Heroux – Director General
- Martine Gauthier – Academic Dean
- Shirley Pettifer – Teacher with release time - Facilitator and coordinator of the process
- Caroline Hanrahan – Coordinator IDR Office - Process planner

PROPOSAL: 2013-2018 STRATEGIC PLAN DEVELOPMENT PROCESS

The mandate of the SPAC is to advise the Director General on all aspects of the strategic planning process: timelines, consultation, content. SPAC members will bring informed advice to the Committee by virtue of their knowledge and experience of Vanier College and by engaging their various constituencies in a two-way communication process: from SPAC to their constituencies; from their constituencies to SPAC. In addition, members may sit on topic-related, ad hoc work-groups, as requested by SPAC. The 17 members on this Committee represent all of the Vanier constituencies:

Gilbert Héroux Director General and Chair of the Strategic Plan Advisory Committee
Mike Besner Faculty Representative, Science and General Studies
Larry Callahan Coordinator, Information Systems
Miles De Nora Vice-chair, Academic Council
Gilda Gangai Support Staff Representative, Communications and Recruitment
Martine Gauthier Academic Dean
Chris Hall Representative for Professionals, Language School
Caroline Hanrahan Institutional Development & Research Office
Véronique Lalonde Student Representative (alternate), VCSA Academics
Alexander Liberi Student Representative, President of VCSA
Eric Lozowy Faculty Dean, Science and General Studies
Judy MacDonald Coordinator, International Education/Language School/Support Services for Programs
Monique Magnan Director, Services for Students
Michel Paquette Faculty Representative, Career and Technical Programs
Shirley Pettifer Faculty Representative, Social Science, Commerce, Arts & Letters & Strategic Plan Coordinator
Matthew Silva Foley Student Representative, Vice President of VCSA
Réal Thibeault Board Rep., Chair of the Vanier College Board of Directors

Bev Chandler By invitation, for consultations regarding Communications services to Strategic Plan

DATABASE

In developing the 2013-2018 Strategic Plan and the associated Student Success Plan (collectively referred to as the 13-18 plan from this point forward) the College will use information gained from three sources:

- The 08-13 plan and its self-evaluation;
- CEEC feedback on the 08-13 plan received in December of 2011;\(^2\);
- Information collected for an environmental scan to be conducted as part of the process proposed in this document.

---

\(^2\) CEEC feedback on the Vanier College 2008-2013 Strategic Plan (available on the Vanier College 2013-2018 Strategic Plan webpage).
PROPOSAL: 2013-2018 STRATEGIC PLAN DEVELOPMENT PROCESS

STRATEGIC PLAN DEVELOPMENT

The process for developing the 13-18 plan has been divided into five phases with periods of consultation occurring at crucial points in time:

1. Proposal Development
2. Environmental Scan
3. Vision, mission, values and priorities
4. Action plan, implementation and monitoring procedures
5. Final Approval and Distribution

A description of each phase is provided below. The timeline for the process is provided in Appendix 1.

PHASE ONE: PROPOSAL DEVELOPMENT

The aim of this phase is to develop a detailed plan for the development of both the Strategic Plan and the Student Success Plan, as presented in this document. While this proposal was being developed, committees were formed and structured to ensure representation of the college community. More working committees may be formed along the way. Current committee members have reviewed the documents that have impact on the planning process, including the:

- 2008-2013 Strategic Plan;
- CEEC guidelines for strategic plan self-evaluation;
- Feedback from CEEC.

The SPAC agrees it is important that the college community be consulted regarding the proposal, so a period of consultation regarding the proposal has been included. The following bodies will be asked to provide feedback:

- Academic Advisory Committee (AAC)
- Management Executive Committee (MEC)
- Management Advisory Committee (MAC)
- College Unions
- Vanier College Student Association (VCSA)
- Academic Council (AC)

The SPAC will review the feedback and incorporate it into the proposal as it deems appropriate. Ultimately the Director General will seek Board approval of the proposal.

PHASE TWO: ENVIRONMENTAL SCAN

In order to develop an effective strategic planning tool, it is essential to understand the current context that exists at Vanier College as well as anticipate and plan for events in the external environment. The Steering Committee, in consultation with the SPAC, will be responsible for ensuring that an effective environmental scan is produced. The challenges Vanier will address in its new strategic plan, arise from the following:
PROPOSAL: 2013-2018 STRATEGIC PLAN DEVELOPMENT PROCESS

- Factors in the external environment including:
  - Societal needs and influences;
  - Globalization;
  - Demographics;
  - Information technology.
- Factors in the internal environment including:
  - The student population;
  - Programs of study;
  - Student support services to increase student success;
  - Human resources;
  - Physical resources (including financial resources);
  - Research and innovation.

Data will be collected from a variety of sources including:
- Government and college data bases;
- Literature reviews;
- Focus groups, working groups and surveys of key players in the college community (the results of the Student College Entry Survey and Current Student Survey, to be conducted in the fall 2012 semester, will also be incorporated into the scan).

The Steering Committee will analyze the data collected for the environmental scan to determine the College’s external and internal strengths and challenges as well as the opportunities these present.

PHASE THREE: VISION, MISSION & VALUES

As they are completed, the environmental scan and all relevant documents concerning our current 08-13 strategic plan (the plan itself, our own self-evaluation of the plan, CEEC feedback) will be made available on an internal College webpage. A second period of consultation with the community will then commence. The aim of this consultation will be to develop a mission statement, vision and a set of values. Consultation will be focused and broad—so as to engage as many stakeholders as possible. The SPAC will develop an initial draft of the mission statement, vision, values and priorities based on the input from the community. This draft will also be made available on the internal webpage.

Another period of consultation with the community will be undertaken to gather input from the community on the initial draft of the vision, mission, values and priorities.

PHASE FOUR: PRIORITIES, ACTION PLAN, IMPLEMENTATION AND MONITORING PROCEDURES

The SPAC will next consult relevant parties to provide input for the development of a set of priorities as well as an action plan focused on achieving the identified priorities during the five-year lifespan of the strategic plan. The action plan will contain the priorities, each with their associated context, goals/objectives, strategies/actions, indicators, persons or groups responsible and target dates. The Steering Committee will combine all of the components into a template.
PROPOSAL: 2013-2018 STRATEGIC PLAN DEVELOPMENT PROCESS

The Steering Committee will develop the implementation and monitoring procedures.

PHASE FIVE: FINAL APPROVAL & DISTRIBUTION

The Steering Committee will pull together an initial draft of the entire SP including Mission Statement, vision, values, priorities, action plan, and implementation and monitoring procedures and post the entire document on the College’s internal webpage by the end of the Winter 2013 semester. In the Fall 2013 semester, the draft plan will be submitted to the appropriate College bodies for feedback and approval:

- Academic Advisory Committee (AAC)
- Management Executive Committee (MEC)
- Management Advisory Committee (MAC)
- College Unions
- Vanier College Student Association (VCSA)
- Academic Council (AC)

The SPAC will analyze the feedback, revise the plan as necessary and submit it to the Director General who will submit it to the Board of Directors in November of 2013. Once the Board of Directors has approved the plan, a copy of the plan will be sent to the CEEC and a public version of the plan will be developed and posted on the College Website.