



Institutional Self-Evaluation Action Plan

Approved by the Board of Governors
13 June 2003

Introduction to the Action Plan

This Action Plan presents, in concrete terms, the manner in which Champlain Regional College will address the recommendations set forth in the Institutional Self-Evaluation Report. To facilitate the planning process, the recommendations have been regrouped under 12 thematic categories:

- I. Mission
- II. Structure & Organization
- III. Planning & Development
- IV. Student Success Planning
- V. Student Success Monitoring
- VI. Evaluation of Student Learning
- VII. Program Evaluation & Revision
- VIII. Academic Organization
- IX. Teaching & Learning Environment
- X. Continuing Education
- XI. Human Resources Management
- XII. Information & Communication

For each of the actions listed, information is provided about the scope of the action (i.e., which College locations are involved), the person or persons responsible for directing the action, the person or persons who will provide assistance, and the timeline within which the action is to be implemented.

**CHAMPLAIN REGIONAL COLLEGE
INSTITUTIONAL SELF-EVALUATION
ACTION PLAN**

THEME / RECOMMENDATION	ACTIONS	SCOPE	DIRECTION	ASSISTANCE	TIMELINE
I. Mission					
1.0.1. Review and harmonize the College Mission Statement and the campus mission statements and educational objectives to reflect coherent goals and values within the College, and to address the communities' expectations more explicitly. 1.0.2. Promote awareness of the College Mission Statement among all constituents of Champlain Regional College. 1.0.3. Ensure explicit links to the College Mission Statement when bylaws and policies are being developed or revised.	I.1. Identify the concerns, expectations and priorities of each campus and its community.	3C	CDs	MT	2004-2005
	I.2. Review or develop a set of educational values and objectives specific to each campus.	3C	CDs	Deans	2004-2005
	I.3. Review the College Mission Statement and harmonize with educational objectives developed at each campus.	CA, 3C	DG	DGAC	2005-2006
	I.4. Submit revised Mission Statement and educational objectives for approval by the Board of Governors.	CA, 3C	DG	DGAC	2005-2006
	I.5. Promote awareness of the College Mission Statement and local educational objectives amongst all members of the College community.	CA, 3C	DG	CDs	2005-2007
	I.6. Ensure that all major College documents (bylaws, policies, academic programs, calendars, etc.) refer explicitly to the College Mission Statement and appropriate educational objectives.	CA, 3C	SG	CDs	2005-2007

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II. Structure & Organization					
2.1.1. Review organizational charts with a view to finding ways to illustrate the contribution of groups to the general management of the College.	II.1. Review organizational charts with a view to finding ways to illustrate the contribution of groups to the general management of the College.	CA	SG		2003-2004
2.1.2. Work towards making shared responsibilities clearer for all parties concerned.	II.2. Identify areas where responsibilities overlap.	CW	DGAC		2003-2004
2.1.3. Encourage representation of support staff at the Commission of Studies and look for ways to facilitate attendance, especially of student members.	II.3. Reconsider the breakdown of responsibilities to ensure transparency, effectiveness and accountability.	CW	DGAC		2003-2004
	II.4. Encourage support staff to name a representative to fill their seat at the Commission of Studies.	CA, 3C	DS	CDs	2003-2004
2.3.1. Facilitate communication and meetings for Directors of Student Services across the three campuses, as well as for staff as relevant.	II.5. Revise Bylaw 3 concerning the Commission of Studies.	CA	DS	CDs	2003-2004
	II.6. Review the logistics of the Commission of Studies in order to facilitate attendance at meetings.	CA, 3C	DS	CDs	2003-2004
	II.7. Facilitate communication and meetings for Directors of Student Services across the three campuses, as well as for staff as relevant.	3C	CDs	DSSs	2003-2004

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III. Planning & Development					
2.2.11. Investigate ways to ensure the viability of existing programs, collaborating with all parties concerned.	III.1. Identify programs bordering on the threshold of viability.	3C	CDs	Deans	Fall 2003
2.1.6. Develop a strategic plan which will include a plan for the development of academic programs.	III.2. Analyze factors associated with low enrolments in borderline programs.	3C	CDs	Deans	Fall 2003
2.2.12. Provide for DEC program development in the forthcoming strategic plan.	III.3. Define and implement appropriate strategies to enhance the viability of borderline programs.	3C	CDs	Deans	Winter 2004
2.1.5. Integrate systematic data collection and self-assessment into regular operations and use results to enhance effectiveness and facilitate planning.	III.4. Research opportunities for program development.	3C, CA	CDs, DS	Deans	2003-2006
4.2.2. Develop a policy facilitating continuous institutional evaluation.	III.5. Identify the kinds of data required for continuous institutional evaluation and improvement.	CW	DGAC	MT	2004-2005
4.2.1. Develop a strategic plan that outlines a long-term development vision and favours a better integration of the planning and evaluation processes.	III.6. Develop and implement strategies for collecting the data required for continuous institutional evaluation and improvement.	CA, 3C	DFS, CDs	MT	2005-2006
	III.7. Develop a strategic plan which will provide for the development of the College in all areas.	CW	DG	DGAC	2003-2004

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IV. Student Success Planning					
2.2.22. Assess the effectiveness of student success measures introduced in the Student Success Action Plan.	IV.1. Conduct a thorough evaluation of the Student Success Action Plan, paying attention to attainment of targets, implementation of the plan, and effectiveness of the measures encompassed.	CW	DS	Deans, CSS	Fall 2003
3.1.1. Continue the focus in the Student Success Action Plan on improving first-semester course success rates.	IV.2. Ensure that the annual report on Year 3 (2002-2003) of the Student Success Action Plan contains program-level analyses.	CW	DS	Deans, CSS	Fall 2003
3.1.3. Continue the focus in the Student Success Action Plan on improving third-semester retention rates.	IV.3. When selecting measures for inclusion in future Student Success Action Plans, give priority to those measures which will have a direct impact on success in first-semester courses, retention in the third semester (particularly same-program retention), and graduation within the prescribed period of time plus two years.	CW	DS, CDs	Deans, CSS	Winter 2004
3.1.4. Increase attention in the Student Success Action Plan on same-program retention rates.					
3.1.5. Continue the focus in the Student Success Action Plan on improving graduation rates within the prescribed period of time plus two years.					
3.1.6. Increase the involvement of program committees in the analysis of success rates and in the planning and implementation of student success initiatives.	IV.4. Set three-year course success rate targets for disciplines that have consistently been lower than the campus average over the last three to five years and include these targets in the Student Success Action Plan.	3C	CDs	Deans	2003-2004
3.1.7. Identify and implement modifications to the annual student success report in order to make it more useful as an academic management tool.	IV.5. Develop and implement strategies for achieving discipline-level targets and incorporate them in the Student Success Action Plan.	3C	CDs	Deans	2003-2006
3.1.2. Incorporate actions to improve discipline course success rates into the Student Success Action Plan, with particular attention to those disciplines whose success rates are significantly lower than the campus average.	IV.6. Ensure that all measures accepted as part of future Student Success Action Plans include plans for the collection and analysis of appropriate and meaningful evaluation data.	CW	DS, CDs	Deans, CSS	2003-2006
	IV.7. Meet with program coordinators to review the Year 3 Annual Report with a view to identifying student success trends and developing appropriate solutions to problematic areas.	3C	CDs	Deans	Fall 2003

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V. Student Success Monitoring					
2.2.1. Provide program committees and departments with semester-by-semester data and involve them in an annual analysis of how students progress through their program.	V.1. Provide program committees and departments with semester-by-semester information on student progress by means of the STAR system.	CW	DS, CDs	Deans, CSS	2003-2004
2.2.6. Monitor student success in the context of the role and place made for contributing disciplines in revised programs, particularly in technical programs.	V.2. Analyse student progress through programs with program committees and departments.	3C	Deans	Program committees & departments	2003-2006
3.1.8. Develop and implement systematic surveys of graduates in order to gather information on their subsequent educational and employment status.	V.3. Monitor student success in the context of the role and place made for contributing disciplines in revised programs, particularly in technical programs.	CW	DS	Deans	2004-2006
3.2.1. Implement an annual survey of the graduating students to verify to what extent the College has helped them in reaching their educational goals.	V.4. Survey graduates on their subsequent educational and employment status.	CW	DS, CDs	Deans, Registrars, DCEs	2004-2005
2.3.2. Investigate the sources of student dissatisfaction with career counselling services offered at Champlain and take appropriate measures.	V.5. Survey graduating students to assess their views on the extent to which the College has helped them reach their educational goals.	CW	DS, CDs	Deans, Registrars, DCEs	2004-2005
2.2.18. Review Bylaw 8 and monitor its implementation so that it is fully applied.	V.6. Identify student needs for career counselling and take appropriate measures.	3C	DSS		2003-2004
	V.7. Review Bylaw 8 and monitor its implementation so that it is fully applied.	CW	DS, CDs	Deans, Registrars	2004-2005

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VI. Evaluation of Student Learning					
2.2.16. Complete the revision of the three <i>Policies on the Evaluation of Student Learning</i> , taking into account the feedback provided by students in the <i>Student Satisfaction Inventory</i> .	VI.1. Complete the revision of the three <i>Policies on the Evaluation of Student Learning</i> , ensuring that they: (a) address the issues raised by students in the <i>Student Satisfaction Inventory</i> , (b) state clear educational objectives, and (c) address issues of literacy and the use of English throughout the College.	CW	DS	Deans	2003-2004
3.2.2. Ensure that the new <i>Policies on the Evaluation of Student Learning</i> state clear educational objectives.					
2.2.19. Develop and implement strategies for enhancing standards of literacy and the use and evaluation of English in the College.	VI.2. After approval by the Board of Governors, conduct information sessions on each campus to ensure awareness of the revised <i>Policies on the Evaluation of Student Learning</i> .	3C	CDs	Deans	2004-2005
2.2.17. Implement the new <i>Policy on the Evaluation of Student Learning</i> and ensure that it is adhered to by all concerned.	VI.3. Conduct a one-year follow-up to evaluate the implementation of the revised <i>Policies on the Evaluation of Student Learning</i> .	3C	CDs	Deans	2005-2006
	VI.4. Develop and implement strategies for enhancing standards of literacy and the use and evaluation of English in the College.	CW	DGAC	MT	2004-2005

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VII. Program Evaluation & Revision					
2.2.2. Develop program evaluation calendars at each campus and adjust them annually, based on the results of such analysis.	VII.1. Develop program evaluation calendars at each campus and adjust them annually, based on the results of such analysis.	CW	DS, CDs	Deans	2003-2004
2.2.3. Complete the development of generic tools and procedures needed for the full implementation of the <i>Policy on Program Evaluation</i> .	VII.2. Complete the development of generic tools and procedures needed for the full implementation of the <i>Policy on Program Evaluation</i> .	CW	DS	Deans, CSS	2003-2005
2.2.8. Identify effective ways of determining the role and place of contributing disciplines in revised programs.	VII.3. Consult with Academic Advisory Councils and the Commission of Studies in order to identify effective ways of determining the role and place of contributing disciplines in revised programs.	CW	DS	Deans	2004-2005
2.2.10. Review current Comprehensive Assessments for their effectiveness in attesting to the attainment of program objectives and make revisions as needed.	VII.4. Review current Comprehensive Assessments for their effectiveness in attesting to the attainment of program objectives and make revisions as needed.	CW	DS	Deans	2004-2005
2.2.9. Revise the <i>Reference Framework for the Development of Comprehensive Assessments</i> .	VII.5. Revise the <i>Reference Framework for the Development of Comprehensive Assessments</i> .	CW	DS	Deans	2004-2005
2.2.4. Ensure that recommendations derived from program evaluations are followed up in a timely and effective manner.	VII.6. Establish follow-up reports on program evaluations as a regular agenda item at meetings of the Commission of Studies, the Pedagogical Group and the Board of Governors.	CW	DS, CDs	Deans	2003-2004

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VIII. Academic Organization					
2.2.26. Research and analyze the factors associated with student dissatisfaction regarding some parameters of academic organization and follow up appropriately.	VIII.1. Identify factors that would improve student satisfaction with academic organization and implement appropriate strategies.	3C	CDs	Deans, Registrars	2003-2005
5.0.6. Ensure that St. Lawrence policies and procedures for registration and course selection are clearly defined.	VIII.2. Review the St. Lawrence policies and procedures for registration and course selection to ensure they are clearly defined, revise as necessary, and publicize them to both teachers and students.	LAW	CD	Deans	2003-2004

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IX. Teaching & Learning Environment					
2.2.21. Identify the reasons why students' expectations concerning the quality of instruction in DEC programs are not being met.	IX.1. Conduct surveys and focus groups to identify factors that limit the extent to which students' expectations concerning the quality of instruction in DEC programs are being met.	3C	CDs	Deans	2003-2004
2.5.1. Identify the source of dissatisfaction concerning the Library and the availability of computer laboratories at St. Lawrence and develop solutions.	IX.2. Based on the results of investigation, develop and implement solutions that will increase the extent to which students' expectations concerning the quality of instruction in DEC programs are met.	3C	CDs	Deans	2004-2005
2.5.2. Identify the source of dissatisfaction concerning the accessibility of computer laboratories at Lennoxville and St. Lambert, and implement corrective measures.	IX.3. Identify the source of dissatisfaction concerning the Library and the availability of computer laboratories at St. Lawrence and develop solutions.	LAW	CD	Deans	2003-2004
2.2.24. Assess the pedagogical support needs of teachers and evaluate the extent to which current services are meeting those needs.	IX.4. Identify the source of dissatisfaction concerning the accessibility of computer laboratories at Lennoxville and St. Lambert, and implement corrective measures.	LEN, LAM	CDs	Deans	2003-2004
2.2.23. Assess the learning support needs of students and evaluate the extent to which current services are meeting those needs.	IX.5. Use the Frontline Services model to annually monitor levels of support services offered to students and teachers throughout the College.	CW	CDs	Deans, DSSs	2003-2006
	IX.6. Compare level of services to students and teachers across years, campuses and institutions.	CW	DGAC	MTs	2003-2006

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X. Continuing Education					
2.2.5. Develop a policy for the evaluation of AEC programs.	X.1. Develop a policy for the evaluation of AEC programs, addressing issues of program revision where relevant and feasible.	CW	DS	DCEs	2003-2004
2.2.7. Analyze the feasibility and relevance of integrating program revision into the new policy for AEC program evaluation.	X.2. Develop a <i>Policy on the Evaluation of Student Learning</i> for Continuing Education.	CW	DS	DCEs	2004-2005
2.2.20. Develop a <i>Policy on the Evaluation of Student Learning</i> for Continuing Education.	X.3. Integrate the needs of Continuing Education students and instructors into the next Student Success Action Plan.	CW	DS	DCEs, CSS	2004-2005
2.2.25. Integrate the needs of Continuing Education students and instructors into the next Student Success Action Plan.	X.4. Develop and implement systematic surveys of Continuing Education graduates in order to gather information on their subsequent educational and employment status.	CW	DS	DCEs, CSS	2003-2004
3.1.9. Develop an action plan to improve success rates in Continuing Education disciplines with significantly lower success rates.	X.5. Investigate the relevance and feasibility of offering bilingual programs and services at Lennoxville Continuing Education.	LEN	CD	DCE	2003-2004
3.1.10. Develop and implement systematic surveys of Continuing Education graduates in order to gather information on their subsequent educational and employment status.	X.6. Explore opportunities for providing programs and services for an international market at St. Lambert Continuing Education.	LAM	CD	DCE	2003-2004
2.2.13. Look into the relevance of offering bilingual programs and services at Lennoxville Continuing Education.	X.7. Consolidate the position of St. Lawrence Continuing Education in the tourism and language skills development niches and identify new clientele.	LAW	CD	DCE	2003-2006
2.2.14. Explore opportunities for providing programs and services for an international market at St. Lambert Continuing Education.					
2.2.15. Consolidate its position in the tourism and language skills development niche and identify new clientele at St. Lawrence Continuing Education.					

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XI. Human Resources Management					
2.4.1. Complete the process of publishing the <i>Employee Guide</i> , post it on the College's Web site and ensure that it is kept up to date.	XI.1. Publish the <i>Employee Guide</i> , post it on the College's Web site and ensure that it is kept up-to-date.	CA, 3C	DHR	CDs, DFS	2003-2004
2.4.2. Develop evaluation policies for all categories of personnel.	XI.2. Develop evaluation policies for all categories of personnel.	CA, 3C	DHR	DGAC	2003-2005
2.4.3. Review employee recognition practices at each location and develop or revise them as needed.	XI.3. Review employee recognition practices at each location and develop or revise them as needed.	CA, 3C	DHR	CDs	2003-2004
2.4.4. Review, in cooperation with the faculty unions, current policies on professional development for faculty, including the use of available funds, and identify new sources of funding to take into account the needs generated by program revisions and by the use of information technology.	XI.4. Review current policies on professional development for faculty, taking into account emergent needs generated by program revisions and the use of information technology.	3C	CDs	Deans	2003-2004
	XI.5. Search for new sources of funding for professional development for faculty.	3C	CDs	Deans	2003-2005

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XII. Information & Communication					
5.0.4. Review channels for students to express concerns and complaints, improving them where necessary, and ensure that information on these channels is widely disseminated to students, faculty and staff through multiple media.	XII.1. Review and revise existing channels and procedures through which students can express concerns and complaints.	3C	CDs	Deans, DCEs	2003-2004
	XII.2. Ensure that students, faculty and staff are informed about all the channels and procedures through which students can express concerns and complaints.	3C	CDs	Deans, DCEs	2003-2004
2.1.4. Circulate more information on pedagogical activities within departments and programs across the College.	XII.3. Ensure that each department and program submits annual reports and plans, and that these documents are disseminated appropriately.	3C	CDs	Deans	2003-2004
5.0.1. Expand the use of the College Web site as a means of providing information to internal and external members of the community.	XII.4. Expand the use of the College's Web site as a means of providing information to internal and external members of the community.	CA, 3C	CDs, SG	Deans, Registrars	2003-2005
5.0.2. Enhance communication within the College through the acquisition of video-conferencing facilities and their integration into administrative and academic practices.	XII.5. Purchase and install video-conferencing equipment and facilities.	CW	CDP	DGAC	2003-2004
5.0.3. Examine possibilities for expanding online services to students.	XII.6. Identify creative ways to use video-conferencing equipment for academic and administrative purposes.	CW	DGAC	CDs, Deans	2004-2006
5.0.5. Revise the <i>Cahier de conservation</i> and conduct training sessions for staff.	XII.7. Investigate possibilities for expanding online services to students.	3C	CDs	Registrars	2003-2005
	XII.8. Revise the <i>Cahier de conservation</i> and conduct information and training sessions for staff.	CW	SG	DGAC	2003-2005

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