





## Letter from the President and CEO ///

The year ahead will mark a year of many firsts at St. Lawrence College. It will be the first year of SLC's new five-year Strategic Plan, Our Future, and thus, the first year of implementation of initiatives that will move us toward achieving our multi-year objectives. I am also looking forward to launching many innovative projects that will ultimately assist us in achieving our vision, mission, and values as set out in Our Future.

The following Business Plan outlines numerous initiatives that are aligned with our multi-year objectives. These initiatives will allow us to work toward our goals of being leaders in preparing our students in their chosen fields. These goals not only encompass an important part of our vision as an organization, they also represent the collective thinking of hundreds of our students, staff, alumni, retirees, board members, and community members who participated in our consultative strategic planning process throughout the last year. With support of this magnitude and an organization driving toward mutual goals, I am confident that we will have another tremendously successful year at the College.

Our initiatives are diverse, ranging from becoming a more sustainable College, and developing online tools for our staff and students, to a new vision for our students during their first-year at SLC. Our collective values: students first; innovation; integrity; and teamwork, are what tie these desires together. These values will not only drive our initiatives, but will also shape our work each and every day.

I would like to thank our entire College staff for their work in developing this Business Plan for 2014-2015 and encourage everyone to follow our progress over the coming months.

Sincerely,

Glenn Vollebregt,  
President and CEO  
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## OUR FUTURE ///

The Strategic Plan describes our aspirations for the future. Each decision we make in pursuit of organizational transformation is guided by our vision, mission, and values. These components of Our Future have evolved to reflect the ideas and priorities voiced by the college community.

Our Strategic Initiatives for 2014-2015 have been developed to pursue and achieve our strategic directions and multi-year objectives. For St. Lawrence College our Strategic Initiatives Plan for 2014-2015 serves as our roadmap for the coming year and our College business plan. Our College vision is the long-lasting definition of what we do, for whom and why. It is our aspirational stake in the ground that defines where we are going.

### VISION ///

Our aspirational stake in the ground that defines where we are going.

### MISSION ///

The long-lasting definition of what we do, for whom and why.

### VALUES ///

The operating principles that will guide our conduct as we bring Our Future to life.

Part of our core mandate as an educational institution is to put our **Students First**. Our staff is committed to providing our students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.

Our college succeeds because of **Teamwork**. Our dedicated and talented staff works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues and our communities.

Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our college thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on **Innovation** will advance the college and allow us to meet the evolving needs of our students now and in the future.

As we work toward our vision and mission, we strive to continually build trust with our students, staff and community partners. We exemplify **Integrity**; it governs our actions and decision-making processes. We believe honesty, inclusivity and accountability are the pathways to success.

STUDENTS FIRST  
TEAMWORK  
INNOVATION  
INTEGRITY



## OUR STRATEGIC DIRECTIONS ///

Our plan has three core strategic directions that provide the context and direction for realizing, Our Future.

### STUDENT EXPERIENCE ///

Provide outstanding campus communities, support services and engagement opportunities that enhance the success of our students.

At St. Lawrence College, we believe student success is closely linked to engagement. The “college experience” extends beyond the classroom and is enriched through all learning and living experiences students have while at the college. The level of student engagement and richness of experience can be nurtured with extracurricular activities and a positive, inclusive and dynamic environment that supports success through life balance and peer support, and fosters pride and a sense of allegiance among graduates and alumni. We are committed to supporting a successful college journey by continually assessing and advancing services with great attention to such areas as the demographics of our student population, their preparedness, physical and mental well-being, cultural needs, lifestyle, financial ability, and social and recreational interests.

### CONTEMPORARY LEARNERS ///

Foster digital and foundational literacies in our students through academic grounding and real-world experience.

Post-secondary education is experiencing a period of transformation. It is critical that we prepare our students and ourselves for the rapid technological changes occurring in the higher education sector. In light of these advancements, it is not about ‘technology for technology’s sake’; we need to use technology to provide enhanced learning outcomes and flexibility for our students.

During this transformation, we must teach our students to be effective digital learners without losing sight of the fact that foundational skills – literacy, numeracy, critical thinking, team work, reflective practice and others – remain critical to graduates’ success. The need for these essential employment skills has never been stronger and must be enhanced as we introduce new technological literacies. Applied learning remains at the core of our programming. We are committed to offering learning opportunities that increase the quality and availability of real-world experience in our courses and programs while enhancing foundational and technological skills.

Concurrently, we are committed to supporting our staff in acquiring the knowledge and skills they need as contemporary educators, to support the rapidly changing needs of contemporary learners. Professional development has never been more crucial to the success of our students and our college.

## SUSTAINABILITY ///

Be accountable for our decisions and actions to ensure our long-term viability, reduce our environmental impact and foster a healthy and dynamic college.

The need to respond to complex external pressures has inspired St. Lawrence College to adopt a long-term strategic planning approach to sustainability. As a publically funded post-secondary institution, St. Lawrence College must embrace new provincial government accountability directions as well as ongoing regulatory compliance, planning and forecasting requirements. We also face financial challenges including government grant reductions, reduced dependency on tuition income, competitive markets, and wage and benefit pressures. We are experiencing rapid technology changes, increased energy costs, environmental impacts, and the effects of globalization.

Today, sustainability is more important than ever before. For us, sustainability means addressing governance, social, economic and environmental factors. We believe that reducing our environmental footprint and fostering an engaged and inclusive student population make long-term economic sense. We see great opportunity in our people and our facilities.

To remain competitive and relevant as an institution, we need to be proactive and ready to adapt with intention and focus. We require integrated planning and decision-making processes that align with ministry directions. By taking a holistic approach to decision-making that considers all aspects of our college, we will continue to be prepared for the uncertainties ahead.

## OUR MULTI-YEAR OBJECTIVES ///

As we look to the future, we have created ten multi-year objectives that define the specific outcomes we will achieve as a result of pursuing our strategic directions. Our multi-year objectives are outlined below. As they are implemented, the multi-year objectives will enhance and reinforce the benefits described in each strategic direction.

CAREER SERVICES  
STUDENT SUCCESS  
COMMUNITY ENGAGEMENT  
DIGITAL FLUENCY  
FOUNDATIONAL LITERACIES  
REAL-WORLD LEARNING  
CONTEMPORARY EDUCATOR  
FINANCIAL STRENGTH  
SPACE  
PEOPLE/STRATEGIC HUMAN RESOURCE PLANNING



## REACHING OUR VISION ///

Our multi-year objectives will be realized through a series of specific and measurable initiatives that will unfold over the next five years.

While our initial steps will forecast major initiatives over the five-year horizon, we recognize that conditions and priorities may change over time. Naturally, those initiatives planned for the first years of implementation will be better defined than those that will take place in subsequent years. In order to respond to external changes or capitalize on opportunities, we will develop an ongoing process to define initiatives, conduct regularly scheduled reviews and re-assess our priorities on an annual basis.

## THE FOLLOWING IS OUR STRATEGIC INITIATIVES/BUSINESS PLAN FOR 2014-2015 ///

### STRATEGIC INITIATIVES 2014-2015

#### COMMUNITY ENGAGEMENT ///

Expand and strengthen partnerships in our communities and contribute to our regional economic, social and cultural development:

##### INITIATIVES:

###### Partners in Education

Develop and implement strategies to align college priorities with potential partners, strengthening key relationships and supporting the ongoing relationship management activities to develop mutual valuable partnerships.

###### Boosting Alumni Social Capital

Capture, measure, analyze and leverage the impact of Alumni engagement – as guest speakers, placement providers, mentors, and employers of graduates - in the life and work of St. Lawrence College.

#### CAREER SERVICES ///

Help more students choose the right career path and program and assist them to begin, transition or advance their careers.

##### INITIATIVE:

###### Career Services

Enhance Career & Student Placement Services by coordinating the delivery of student career recruitment activities, placement/co-op coordination and career development services for students and graduates.

#### CONTEMPORARY EDUCATOR ///

Help staff acquire the knowledge and skills they require to support the needs of contemporary learners.

##### INITIATIVES:

###### Advancing Teaching & Learning Effectiveness

Revise approaches to faculty development, in order to advance teaching and learning effectiveness.

###### LMS & Learning Technologies: Training & Support

Maximize college investments in Blackboard and other learning technologies by improving the overall ability of faculty and staff to effectively use them.

## DIGITAL FLUENCY ///

Leverage advances in technology to provide flexible delivery options, which enhance learning and provide students with the skills to adapt to a rapidly changing world.

##### INITIATIVES:

###### Ontario Online Initiative

Develop and deliver two 'leading edge' online courses through MTCU's "Ontario Online Initiative".

###### Online Student Experience

Maximize college investments in Blackboard and other learning technologies by improving the overall ability of faculty and staff to effectively use them.

###### Hybrid Learning

Evaluate the hybrid learning pilot to determine the strategy for supporting subsequent faculty to design hybrid courses.

###### Foundational Literacies

Enhance the delivery and assessment of literacy, numeracy and essential employment skills in college programming.

###### Course Outline Management System

Create an automated, centralized repository for course outlines to provide reliable, attainable and error-free information, and to ensure that student pathways (credit transfers, Prior Learning Assessment and Recognition, etc.) are easily attainable.

###### Literacy and Numeracy Assessment

Achieve in-depth analyses of students' post-admission literacy and numeracy abilities in order to plan and deliver curriculum and support services more effectively.

## FINANCIAL STRENGTH

Grow and diversify our non-funded revenue, ensure our programming mix is relevant and financially viable, and continually improve planning and processes to optimize efficiencies.

##### INITIATIVES:

###### Academic Programming Sustainability

Maintain and enhance a robust system to monitor, evaluate, and develop innovative, relevant programming content and delivery methods continuing to meet the needs of our students and communities.

###### Financial Accountability & Sustainability

Strengthen financial sustainability by establishing a financial reserve, clearer departmental metrics, benchmarking against other institutions, and quarterly financial statements for management and Board review.

###### Integrated Risk Management

Implement a recognized best practice approach that will integrate risk management into the College wide organizational processes.

###### Corporate Planning System

Implement a system to respond to the Strategic Plan's call for "...business planning, strategy execution, and performance metrics systems that advance the Strategic Plan and optimize resource planning."

### **Quality Assurance for Services and Supports**

Design and implement a quality assurance system for services and supports.

### **Student Interface Improvement Process Strategy (SIIPS)**

Analyze and revise our key business processes which impact our customer, the student, through a continuous improvement initiative complementing our core value of "Students First".

### **Policy Development and Management System**

Review, refine and develop a policy development and management system for the college community, easily accessible to staff and the public, and published in accordance with Accessibility for Ontarians with Disabilities Act (AODA) requirements.

### **Sustainability Plan with Implementation Strategy**

Translate each of the initiatives contained in the Draft Sustainability Plan into a multi-year implementation plan along with a structure for monitoring and reporting our progress.

### **St. Lawrence College Foundation Plan – Year Two**

Further strengthen St. Lawrence's capacity to secure increased levels of philanthropic support from a growing pool of constituents.

### **Supporting Mobile Teaching, Learning and Working**

Leverage key technologies to reduce IT capital costs for computer labs and offices and improve mobile and Bring-Your-Own-Device (BYOD) access to learning resources currently offered only from within computer labs.

### **Virtual Meeting Spaces**

Use virtual meeting technology to reduce travel budgets and increase productivity and collaboration among tri-campus staff.

## **PEOPLE/STRATEGIC HUMAN RESOURCE PLANNING ///**

Develop strategic human resource management systems to align and advance our people resources with our vision, mission and strategic directions.

### **INITIATIVES:**

#### **Leading Practice**

Develop and implement leading practices for our employee recruitment and selection processes to attract and hire the best candidates from diverse backgrounds.

#### **Enhanced Performance Management Process**

Compare current employee evaluation processes including faculty self-evaluation with leading practice, determine any gaps, and develop revised employee evaluation processes that meet the college's needs.

#### **New Organizational Development Strategies**

Develop a talent management system to ensure that St. Lawrence has the right talent, in the right positions, at the right time.

#### **Management Essentials & Leadership Development Training**

Develop an orientation program for new managers and a leadership program to enhance leadership skills at our college.

### **Process Improvement & Paper Reduction**

Review identified Human Resource (HR) and Organizational Develop department processes in an effort to apply LEAN concepts to improve these processes and leverage our People Soft HR information system to reduce manual processes.

### **Enhanced Union/Management Relationships**

Develop strategies to enhance the college's Union/Management relationship with a foundation of mutual respect and problem-solving.

## **REAL-WORLD LEARNING ///**

Prepare students for transition into the labour market by expanding opportunities for real-world experience in our courses and programs.

### **INITIATIVES:**

#### **Implementing Best Practices in Real-World Learning**

Benchmark the level of experiential Real World Learning currently occurring in each full-time program. Identify best practices in Real World Learning, target programs where it may make sense to create or increase experiential learning opportunities, and empower faculty to implement new experiential learning opportunities.

#### **Centre for Education, Behavioural Intervention and Research in the Community (CEBRIC)**

Advance this Behavioral Science oriented center providing students with placements in treatment and applied research settings and further strengthening this program cluster's professional and community leadership.

#### **Increasing Real World Learning Opportunities**

Expand real world learning environments for Cornwall Campus students in PSW, Health Science, and Fabricating & Welding by creating specific learning environments on campus which mirror those found in the world of work.

#### **Applied Research Strategy Renewal**

Develop a new Applied Research Strategic Plan to reflect emerging trends in funding and in the college environment together with St. Lawrence's accumulated experience and progress to date.

#### **Placement Quality Initiative**

Provide critically needed coordination and support to field placement sites, faculty, and students to provide safe and effective placements ensuring academic standards, quality assurance and compliance with legal obligations.

#### **SPARK Production House**

Support the School of Business' SPARK Production House to offer marketing communications services to enhance the teaching and learning environment. Beyond providing services to faculty, SPARK will work with internal and external clients on a fee for service basis. The SPARK services will be provided by student employees and placement students.



## SPACE ///

Ensure our facilities meet the needs of contemporary learners, staff and our communities while maintaining a sustainable, safe and secure environment.

### INITIATIVES:

#### Kingston Campus Faculty Consolidation

Facilitate economies of scale, synergy and efficiency in the Kingston Campus academic area, while improving customer service for our students.

#### Joint Space, Infrastructure and Capital Planning Process

Establish a new committee structure and process to integrate planning for college space, infrastructure and capital needs into a unified multi-year plan that aligns with the priorities identified in the college's Strategic Plan.

#### Student Life Centre Concept Development

Perform preliminary concept feasibility and design in support of formal development of a vital new focal point for Kingston Campus student life. A multipurpose complex is envisioned to integrate academics, sport and recreation, student and community activities that enable students, faculty, staff, alumni, and local community members to come together for out-of-classroom events and life-long learning.

## STUDENT SUCCESS ///

Ensure our student engagement and support strategies meet their learning needs and service expectations, while enriching the student life experience.

### INITIATIVES:

#### International Education

Bring the operational elements of International education (recruiting, Alpha Academy, partner schools China, English as a Second Language, and student support services) under a single strategy and business plan that harmonizes efforts in support of the college's Strategic Plan.

#### First Year Experience and Retention Project

Improve the efficiency of student success services and initiatives to boost learner engagement and satisfaction and ultimately increase student retention and graduation rates.

**Each College initiative has accompanying milestones, project outcomes, and measurables. These measurable will be monitored during the fiscal year to assist us in achieving our initiatives.**







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