





LETTER FROM THE PRESIDENT AND CEO ///

The first year of our Strategic Plan, *Our Future*, is now complete and we are already seeing the positive impact of the teamwork and dedication it took to accomplish our initiatives. We have much to be proud of at St. Lawrence College!

As we enter year two of our plan, I'm confident that we will continue to achieve success. I've experienced first-hand how our College has come together to embrace our values of Students First, Teamwork, Innovation, and Integrity in everything we do. Our strategic initiatives for the coming year will remain focused on creating a bright future for our students, staff, and communities.

We have awesome people working at SLC and they are constantly seeking opportunities to improve our efficiency and delivery of services, while focusing on the student experience. Investment in our people will continue with the provision of professional development and scholarship opportunities.

The place in which we work and learn plays a huge role in our success and the development of plans to deliver the most innovative, creative, and stimulating environments possible for our students will be ongoing.

In closing, I'm very proud of our accomplishments over the past year and I would like to thank our staff and community for doing their part in preparing our students to be 'career ready' and 'leaders in their fields.' Well done SLC!

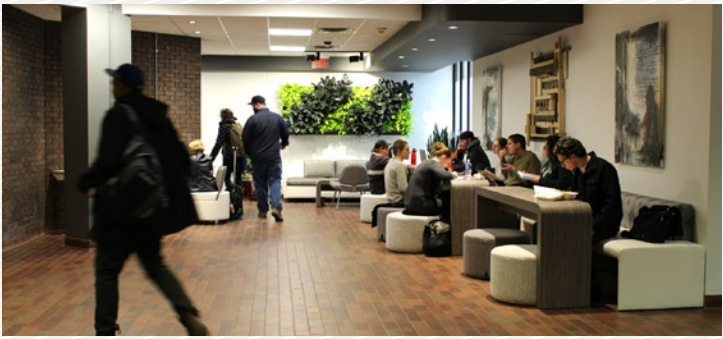
I invite you to learn more about our initiatives as outlined in this Business Plan.

Sincerely,



Glenn Vollebregt,
President and CEO

@gvollebregt



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 2015-2016 have been developed to pursue and achieve our strategic directions and multi-year objectives. For St. Lawrence College our Strategic Initiatives Plan for 2015-2016 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.

- / STUDENTS FIRST
- / TEAMWORK
- / INNOVATION
- / INTEGRITY



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.

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.



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

REACHING OUR VISION ///

Our multi-year objectives will be realized through a series of specific and measurable initiatives that will unfold over the next four 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 2015-2016 ///

COMMUNITY ENGAGEMENT ///

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.

CAREER SERVICES ///

Career Service Centre

Enhance Career & Student Placement Service with a one-stop-shop integrating career recruitment, placement coordination, career development, and effective online supports for current students, graduates and employers.

CONTEMPORARY EDUCATOR ///

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 ///

Ontario Online Initiative

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

Online Student Experience

Revise full time academic programs at St. Lawrence to include one fully online course to provide students with competency and confidence in participating in this expanding delivery modality.

FOUNDATIONAL LITERACIES ///

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.

FINANCIAL STRENGTH ///

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 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."

QA for Services and Supports

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

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 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.

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.

Compliance and Process Improvements

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

PEOPLE / STRATEGIC HUMAN RESOURCE PLANNING ///

Leading Practice Recruitment and Selection

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.

Onboarding Process for New Employees

Develop a comprehensive orientation process for new employees.

Workforce Planning

Determine staff demographic profile and trends for hiring strategies.

Employee Engagement Survey

Implement a comprehensive employee engagement survey.

Management Essentials

Develop an orientation program for new managers.

Leadership Development Training

Develop a leadership program to enhance leadership skills at our college.

Process Improvement & Paper Reduction

Review identified HR processes in an effort to apply LEAN concepts to improve these processes and leverage our PeopleSoft 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.

Post-Upgrade PeopleSoft Tuning

Identify and improve priority data processing efficiencies.

REAL-WORLD LEARNING ///

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 RWL, target programs where it may make sense to create or increase experiential learning opportunities, and empower faculty to implement new experiential learning opportunities.

CEBRIC

Advance this Behavioural Science oriented centre 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 SLC'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.

Web-Based Competency Tracking for Health Science Students

Streamline the collection, recording, storage, sharing, and retrieval of data related to student progress in both lab and clinical placements.

SPACE ///

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.

Downtown Campus Preliminary Feasibility Study

Conduct internal and external consultations to assess Kingston Downtown Campus or alternative campus feasibility.

STUDENT SUCCESS ///

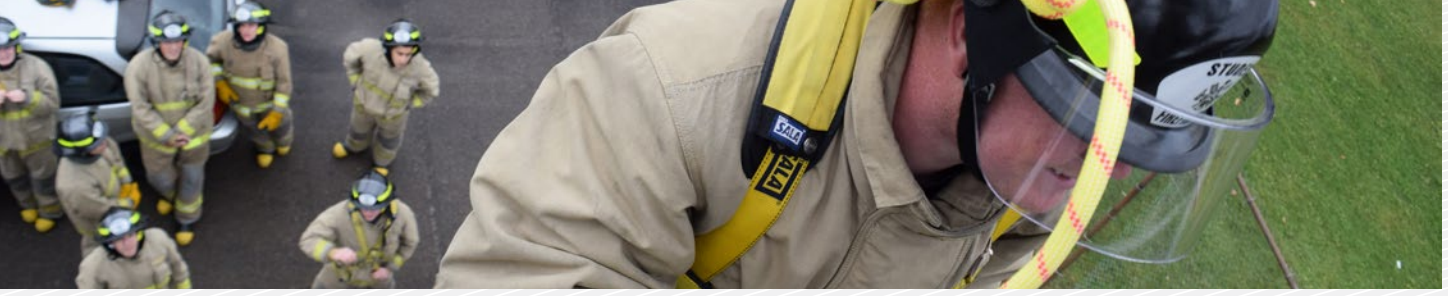
International Education

Bring the operational elements of international education (recruiting, Alpha Academy, partner schools China, ESL, student support services) under a single strategy and business plan that harmonizes efforts in support of the college strategic plan.



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





St. Lawrence College

Brockville Campus
2288 Parkedale Avenue
Brockville, ON K6V 5X3
613-345-0660

Cornwall Campus
2 St. Lawrence Drive
Cornwall, ON K6H 4Z1
613-933-6080

Kingston Campus
100 Portsmouth Avenue
Kingston, ON K7L 5A6
613-544-5400