AWARD WINNING STUDENTS!

St. Lawrence College second year Business Administration - Marketing students won a coveted award from the Canadian Marketing Association (CMA) for their Direct Marketing case study entry for The Sick Kids Foundation.

$5,000

Our Veterinary Assistant students showed their commitment to community animal welfare recently raising $5,000 to support the Kingston Humane Society.

MEMORIAL RUN HONOURS FIREFIGHTERS, RAISES FUNDS FOR BURSARIES

We’re Growing Strong!

Enrollment at St. Lawrence College remained steady across all three campuses in Brockville, Cornwall, and Kingston, with a 3.8% overall increase from 2011.

Enrollment at the College has grown 9.6% since 2010.

St. Lawrence College Pre-Service Firefighter Education & Training alumni Shane Williams and Josh Mosimos held their annual 10k memorial run in honour of classmate Tyrone Wilson and program coordinator Gary Rutley to raise funds for the Tyrone Wilson and Gary Rutley Memorial Bursaries.

S.L.C BUSINESS PLAN 2013-14

Bestselling author at SLC!

St. Lawrence College Arts and Science coordinator Leslie Casson was taken by surprise when the book she edited, A Writer’s Handbook, ended up on a Globe and Mail Bestseller list!

PRESTIGE OF STRATFORD FESTIVAL COMES TO SLC!

St. Lawrence College Music Theatre - Performance students performed The Mikado in original Stratford Festival production costumes.

STUDENT PHOTOS RAISE FUNDS

Journalism students held their second annual photography exhibit and silent auction to raise funds for The Children’s Treatment Centre, a community based, community supported agency committed to the prevention and treatment of child abuse.

St. Lawrence College Pre-Service Firefighter Education & Training students who placed in the Ontario Colleges’ Marketing Competition (OCMC) held at Centennial College November 15 and 16. This year’s team won three gold medals, one silver medal, and received one honourable mention.

The Sun is Shining on SLC

We officially “flipped the Switch” to solar energy, generating clean energy - and profit - for the college. The 1,205 solar panels on the Kingston Campus and 442 on the Brockville Campus, will generate approximately $200,000 in revenue annually in Kingston and $33,000 in Brockville.

ENVIRONMENTAL TECH STUDENTS SUPPORT LOCAL CONSERVATION AREA!

Our Green Team, hosted a Pancake Breakfast to raise funds to support the boardwalk restoration at the Cooper Marsh Conservation Area.

SLC BUSINESS PLAN 2013-14

St. Lawrence College

EXTREME MAKEOVER, BAMBOO EDITION

Bamboo counter tops and sustainable carpet are just a few of the new additions to the Student Association’s Student Study Centre in the Kingston campus. The additions also include 50 new powered student workstation, a newly renovated games room, and a quiet study space.

GOLD MEDALS

A team of Business students from St. Lawrence College finished second overall at the Ontario Colleges’ Marketing Competition (OCMC) held at Centennial College November 15 and 16. This year’s team won three gold medals, one silver medal, and received one honourable mention.

WELLNESS@WORK WINS GOLD!

Our innovative Wellness@Work was awarded the Workplace Wellness Gold Award from the KFL&A Public Health for ongoing commitment and support of workplace wellness initiatives.

TRADE ROOTS SWEEPS THROUGH EASTERN ONTARIO!

Thousands went through the Trade Roots career fair, this year including Ottawa.

ALLIANCE RESEARCH PARTNERS ON WATER CONSERVATION PROJECT

The Sustainable Energy Applied Research Centre (SEARC) at SLC partnered with Utilities Kingston and the Queen’s Institute for Energy and Environmental Policy (QIEEP) on a research project aimed at linking water and electricity conservation incentives.

BUSINESS DEVELOPMENT GOING STRONG!

S.L.C’s Corporate Learning and Performance Improvement has helped 217 companies grow and prosper this fiscal year. We have managed a total of 776 accounts and are communicating with 120 representatives in organizations across the region on an ongoing basis.

SLC STAFF ARE MAKING OUR CAMPUS CLEANER!

Participation in Pitch-In Day 2012 increased by 40%. This initiative to make our campuses and communities a bit more beautiful, has received overwhelming support from staff and faculty.

SLC STAFF ARE MAKING OUR CAMPUS CLEANER!

Participation in Pitch-In Day 2012 increased by 40%. This initiative to make our campuses and communities a bit more beautiful, has received overwhelming support from staff and faculty.

St. Lawrence College
We are pleased to present the St. Lawrence College Business Plan for 2013-2014, which outlines how we are moving forward with exciting plans for our College based on our focus on student success, academic excellence and leadership in our communities.

As an organization, we have a lot to be proud of. Our Key Performance Indicator (KPI) results are in, and St. Lawrence College is ranked #1 in the province for Graduate Employment Rate, with 90.5 per cent of our graduates finding work within six months of graduating. The KPI results show that our students are attaining the skills and education they need to start their careers upon graduation. We also came out well ahead of the provincial rates in all other areas.

We cannot rest on these results, however, but must use them as inspiration to move forward in our goal to provide the best possible learning experience for our students. One of our priorities is online course delivery. We have established a goal for the graduating class of 2015 to have every full-time student complete a fully online course as part of their program of study. This guaranteed exposure to an increasingly popular learning modality for professional development will be in addition to utilizing ever increasing hybrid and experiential content delivery in our programs.

St. Lawrence College has been thriving for more than 45 years by responding to the needs of our students, past, present and future and the beautiful, vibrant communities that we serve. Our focus on academic excellence and community engagement means we must strive to provide new programs to meet the needs of the ever changing workforce. To that end, we have worked with our community partners to introduce three new Ontario Graduate Certificate Programs: Interactive Marketing Communications, Health Care Administration, and Logistics and Supply Chain Management. We have also introduced a Business Fundamentals Certificate to support learners in a variety of academic pathways.

We have been guided, these last three years, by our vision: to be a great learning college, and our mission: to meet the learning needs of our communities. As we go forward with a new Strategic Plan for 2014-2019, we have a great opportunity as a college and a community to unite in planning the future of our college. This Business Plan is bold, exciting, and forward-thinking and I am privileged to be able to share it with you.

Glenn Vollebregt, President and CEO
@gvollebregt
Learning Excellence

What does this really mean? It means staying relevant and responsive to the ever-changing needs of the workforce, emerging technology, and the needs of our students, both current and future. We know that online learning is the next frontier in post-secondary education. We are putting a stake in the ground at St. Lawrence College by saying that one of our goals is to have every student complete at least one course fully online and experience many types of hybrid delivery by the time they graduate in 2015. That is Learning Excellence for the future.

<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| College prepared for successful 2015 accreditation | Follow up completed to the PEQAPA recommendations | Establish Quality Council and develop Work Plan                                      | Q1 • Quality Council established with Terms of Reference and membership.  
  • Work plan created with deliverables, timelines and responsibilities  |
|                                 | Faculty Performance Evaluation System compliant with PEQAPA Criteria 5 fully implemented across all campuses/schools | Development of a revised faculty performance procedure                              | Q2 • New procedure and form approved by College Deans’ Council and Human Resources and piloted by July 2013;  
  Q4 • Feedback obtained and revisions to form and procedure made for January 2014;  |
|                                 | Revised student course feedback process implemented in all full-time programs of study | Revision of the student course feedback forms and process                           | Q2 • Revised student course feedback implemented by Fall 2013 |
|                                 | Curriculum mapping complete for all programs reviewed or accredited in 12/13 | Implement guided curriculum mapping for every program in the year following formal program review or accreditation | Q2 • Complete a plan to have curriculum maps for every program in a maximum of five years;  
  Q4 • All maps for 2013-14 complete; Complete all maps needed for identified transfer pathways |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximize post-secondary transfer opportunities for students and alumni</td>
<td>Minimum 2 programs mapped and aligned with provincial pathway</td>
<td>Revise program delivery in SLC programs that have an approved ONTRAN funded pathway</td>
<td>Q3 • Review of St. Lawrence College programs for gap analysis against provincial pathways</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q4 • One program per semester mapped and modified to be compliant</td>
</tr>
<tr>
<td></td>
<td>Transfer and articulation information readily available to students through multiple access points</td>
<td>Develop information management strategy and supporting marketing/communications strategy for all transfer and articulation opportunities</td>
<td>Q1 • Review and unify inventory of articulation/transfer agreements</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Define database structure for information management</td>
</tr>
<tr>
<td></td>
<td>Program ratified by both institutions</td>
<td>Completed agreement with Queen’s University between Music and Digital Media and Queen’s Bachelor of Music</td>
<td>Q2 • Develop and ratify creative brief</td>
</tr>
<tr>
<td></td>
<td>MOU for new program opportunity signed</td>
<td>Expand Queen’s partnership agreements to additional program areas</td>
<td>• Finalize approval of content elements</td>
</tr>
<tr>
<td></td>
<td>Critical path for new development defined</td>
<td></td>
<td>• Design of collaterals</td>
</tr>
<tr>
<td></td>
<td>New post-secondary partner opportunities qualified</td>
<td>Explore Articulations and Partnerships, both domestic and international, with other post-secondary institutions</td>
<td>• Communications matrix, media mix developed</td>
</tr>
<tr>
<td></td>
<td>Proposal finalized and submitted to PEQAB for approval</td>
<td>Create new SLC baccalaureate degree in Business</td>
<td>Q4 • Agreement ratified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q1 • Contact three additional potential academic partners by Fall 2013 to assess partnership opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q3 • Identify one new non-programming partnership initiative by Fall 2013</td>
</tr>
<tr>
<td>GOAL/OBJECTIVE</td>
<td>MEASURES</td>
<td>INITIATIVES/PROJECTS</td>
<td>MILESTONES</td>
</tr>
<tr>
<td>----------------</td>
<td>----------</td>
<td>---------------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
| Establish behavioural lab school. | Facility open for operations Spring 2014 | Develop and implement project plan | Q1 • Secure space  
Q2 • Business operations and human resources model completed  
• Operations P&P developed  
• Start-up plan completed  
Q3 • Potential funding sources (capital/operating) identified  
• Proposals submitted  
Q4 • Funding secured |
| Advance Centre of Excellence in Renewable Energy | Government and private sector negotiations underway | Develop prospectus and funding proposal for the SEARC facility. | Q1 • Draft prospectus complete  
• Review of funding agency opportunities  
• Review and identification of potential private sector partners  
Q2 • Conceptual drawings complete  
• Proposals completed  
• MOU or Letter of Support from private sector partner(s)  
Q3 • Advocacy/lobby strategy complete and underway |
| | Government and private sector negotiations underway | Develop prospectus and funding proposal for new Energy House | Q1 • Draft prospectus complete  
• Review of funding agency opportunities  
• Review and identification of potential private sector partners  
Q2 • Conceptual drawings complete  
• Proposals completed  
• MOU or Letter of Support from private sector partner(s)  
Q3 • Advocacy/lobby strategy complete and underway |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| Sustainable Energy Applied Research Centre transitioned from full NSERC funding to sustainable fee for service operation or an alternative outcome approved by CET | Develop plans for SEARC post NSERC funding | Q1 • Business model developed and approved  
Q4 • Business plan and transition strategy developed |
| New locally approved College certificate available for Jan 2014 enrollment | Introduce Sustainability and Social Responsibility Concurrent Certificate | Q1 • Develop curriculum  
Q3 • Academic Council approval  
Q4 • Communication strategy complete and implemented  
• Program underway |
| New locally approved College certificate available for Jan 2014 enrollment | Introduce Sustainability and Social Responsibility Concurrent Certificate | Q1 • Develop curriculum  
Q3 • Academic Council approval  
Q4 • Communication strategy complete and implemented  
• Program underway |
| New program at National Tool & Engineering Institute, Jamaica started | Complete the Caribbean Education for Employment Project | Q1 • Assist National Tool & Engineering Institute to develop year 1 curriculum for renewable energy and efficiency training program  
Q2 • Training complete for NTEI faculty  
Q3 • Support a Renewable Energy Regional workshop in Jamaica |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| Increase use of online course delivery within full time programs | Online General Education course registration up by 50% (base 200 students) | Adapt General Education courses for online delivery | Q1 • select courses to be converted Yr. 1 by June 2013  
Q3 • Develop 5 courses by December 2013 for delivery Jan 2014  
Q4 • Develop additional 5 courses by April 2014 for delivery Fall 2014 |
| Blackboard utilization to the agreed standard by 25% of full time faculty by Winter 2014 | Increase use of Blackboard with full time faculty through a blended training strategy | Q1 • hire 3 “eLearning Specialists” positions by September 2013 (2 – Kingston; 1 – Cornwall)  
Q3 • Training plan completed by Oct. 2013  
Q4 • Faculty consultations occurring Nov. 2013 - March 2014 |
| Pilot project completed and recommendations to guide and establish expansion of hybrid courses in full-time programs received | Establish a pilot academic program to assess use of hybrid courses in full-time delivery | Q1 • Select academic program for pilot by June 2013  
Q3 • Deans Council training complete  
• Pilot complete and evaluated May 2014  
Q4 • Recommendations and decisions on expansion Mar 2014  
• Faculty training underway |
| Converted program available online Sept. 2014 | Implement recommendations of DE Plan for PT Studies | Q1 • Select program to be moved fully online June 2013  
Q2 • Develop 1 yr. of curriculum May 2014  
• Advertise/launch Sept. 2014 |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility for Ontarians with Disabilities Act (AODA) requirements are met</td>
<td>AODA steering committee will plan, perform/delegate and review progress of plan development and implementation</td>
<td>Q1 • Comprehensive AODA 2013 to 2015 multi-year plan developed that outlines the legislated requirements issued to date, action steps the college will take, and staff accountable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Functional leads will address specific compliance requirements for January 1, 2014 for the following:</td>
<td>Q2 • Staff training sessions held. On-line training completed by all staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Standards for Customer Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Integration Accessibility Standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Standards for Information and communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Standards for Employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning Centre will develop AODA training modules</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development of staff orientation on AODA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students, staff, clients, and visitors of all abilities will have the opportunity to participate fully at SLC</td>
<td>Vision developed and presented to College Executive Team</td>
<td>Engage a third party facilitator to explore internal and external opportunities</td>
<td>Q1 • Call for Request for Proposal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q2 • Final Report</td>
</tr>
<tr>
<td>Establish a vision for arts programming on the Brockville Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Our communities are the heart of our College, and we believe we are the heart of our communities; one cannot function well without the other. We know that up to 80 per cent of our graduates stay within our catchment areas to live, work, and raise their families. We will continue to work with our community leaders to be responsive to the needs of the local workforce with relevant programming, and providing leadership with our Corporate Learning and Performance Improvement opportunities for training.

<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve coordination of placement and job opportunity activities and implement efficient tracking systems to analyze and evaluate both processes and outcomes</td>
<td>Placement and job services operations established</td>
<td>Develop implementation plan for placement and job services management</td>
<td>Q1  • Ratify scope of services to be developed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q2  • Develop Customer Relationship Management (CRM) database</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q3  • Develop business processes and procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Multi-campus roll out plan complete.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q4  • Develop and define metrics to measure success</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Integrated process for business intelligence review and planning operational rollout</td>
<td>Develop closed loop business intelligence strategy</td>
<td>Q1  • Develop protocol and define planning integration points for reporting on business intelligence gathered</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q3  • Pilot implementation and refinement as necessary</td>
</tr>
<tr>
<td></td>
<td>Career services strategy is approved and ready for implementation</td>
<td>Develop plan for career services provision</td>
<td>Q1  • Define priority scope of services to be delivered by end of Q1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q2  • Develop resource model and implementation plan</td>
</tr>
</tbody>
</table>
At the very foundation of what we do is our commitment to maintaining and building upon our core strength: Our people and our physical space. Corporate wellness programs focus on the health of our SLC family of staff. Our sustainability planning will ensure that going forward we will build responsibly and ethically for the future viability of our college.

### Institutional Strength

**At the very foundation of what we do is our commitment to maintaining and building upon our core strength: Our people and our physical space. Corporate wellness programs focus on the health of our SLC family of staff. Our sustainability planning will ensure that going forward we will build responsibly and ethically for the future viability of our college.**

<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve customer satisfaction through the delivery of online, self-service and other business process improvements</td>
<td>Revised scope of project defines customer service improvements expected Customer satisfaction feedback indicates higher satisfaction related to revised and/or enhanced services</td>
<td>Complete project review of scope, deliverables and timelines</td>
<td>Q1 • Recast project plan with deliverables, associated timelines and resource estimate</td>
</tr>
<tr>
<td>Increase application conversion ratios of applicant to registrant</td>
<td>Increase applications by 2% Improve conversion rates of targeted programs and program clusters</td>
<td>Develop and implement a recruitment and admissions management strategy</td>
<td>Q1 • Review of current processes and gap analysis complete Q2 • Draft recommendations re: key business process improvement, technology implementation and human resource considerations documented Q3 • Implementation plan approved and underway</td>
</tr>
<tr>
<td>GOAL/OBJECTIVE</td>
<td>MEASURES</td>
<td>INITIATIVES/PROJECTS</td>
<td>MILESTONES</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Increase revenue from non-ministry sources | Business Development Plan supports the attainment of strategic revenue targets and is approved in principal pending full annual budget considerations | Develop a Business Development business plan to incorporate a renewed 3-year horizon covering fiscal 2013-14 through 2015-16 | Q1 • Complete market sector and competitive analysis, environmental scan and gap analysis  
  • Complete historical financial analysis and pro-forma forecasts  
  • Create new organizational plan and organizational chart  
  • Assess and align resource requirements  

Q2 • Advance key distribution channels (i.e. automation of Salesforce.com, Radian#6 e-blasts and communication functionality)  
  • Implement draft model for new product development; research integration of web registrations to Salesforce.com; research implementation models for online payment processing; implement draft model for standardized logistical template  
  • Implement CRM and web-based solutions for employment and placement opportunities  

Q3 • Investigate development of e-learning solutions  
  • Establish client metrics (i.e. proposal rate and new client attainment)  
  • Establish process metrics (i.e. time to market of new products)  
  • Identify billing and in-bound/out-bound financial services timelines  
  • Implement client satisfaction survey program  
  • Implement referral program process  

Q4 • Develop plan for launch of e-learning solutions |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| Maintain Return on Investment (ROI) ratio and increase annually secured resources from $910K in 2012-2013 to $1.8M in 2013-2014 and $2.7M in 2014-2015 | Implement the St. Lawrence College Foundation Advancement Plan 2013-2015 | Q1 • Hire Advancement System Administrator Business Analyst  
- Confirm institutional priorities for philanthropic support  
- Initiate Advancement information system audit  
Q2 • Hire Manager, Major Gifts  
- Prepare an institutional “Case for Support”  
- Assign 50 top prospects for cultivation  
Q3 • Prepare detailed stewardship plans for top 50 prospects  
- Complete Executive and Deans Advancement Training  
- Undertake third party wealth screening engagement  
Q4 • Active solicitation underway  |
| Revised and ratified international recruitment and partnership strategy implemented  
2013/2014 increase international enrolment  
Increased enrolment at the partner institutions by 25 students  
Increase International partnership programs by 5 program(s)  
3 potential partner institutions visited | Review and recommend international recruitment/partnership strategy  
Complete agreement protocols and deliverables outlined in the current 3 Chinese partnerships  
Support Chinese college recruiting efforts in Summer 2013  
Identify potential new partner institutions | Q1 • Document business plan for international recruitment  
- Ratify priority recruitment focus  
- Ratify priority partnership development  
Q2 • Review international operations  
- Recommend process and structure requirements  
Q3 • Approved recommendations implemented  
Q1 • All documentation completed and submitted to 3 Chinese colleges for their Ministry approval  
- Identify 3 new potential partner institutions  
Q3 • Visit potential partner sites |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| Develop and implement commercial ventures strategy                              | Commercial venture partnership program established                       | Develop and implement commercial ventures strategy                                   | Q1 • Identify prospective ventures list  
|                                                                                | 1 new commercial venture partnership implemented                          |                                                                                     | • Determine criteria and qualification matrix  
|                                                                                |                                                                          |                                                                                     | • Define venture proposal standards  
|                                                                                |                                                                          |                                                                                     | Q2 • Develop Request for Information strategy for development lands partnerships  
|                                                                                |                                                                          |                                                                                     | Q3 • Develop/solicit venture proposals  
|                                                                                |                                                                          |                                                                                     | • Priority projects shortlisted with accompanying business case  
|                                                                                |                                                                          |                                                                                     | Q4 • Advance priority projects  
|                                                                                |                                                                          |                                                                                     | Q1 • Secure consulting firm  
|                                                                                |                                                                          |                                                                                     | • Complete needs assessment  
|                                                                                |                                                                          |                                                                                     | Q2 • Finalize report  
|                                                                                |                                                                          |                                                                                     | • Stakeholder review  
|                                                                                |                                                                          |                                                                                     | Q3 • College Executive Team approval  
|                                                                                |                                                                          |                                                                                     | • Board of Governors’ approval  
|                                                                                | Revised master site plan completed for Cornwall campus that provides directional support for:  
|                                                                                | • Aultsville lease/partnership strategy  
|                                                                                | • Residence expansion  
|                                                                                | • Moulinette Phase II options                                               | Complete Cornwall Campus Master Site Plan refresh                                  | Q1 • Charter review team  
|                                                                                |                                                                          |                                                                                     | • Prioritized areas of investigation aligned with MTCU pre-determined efficiencies & productivity set, Strategic Mandate Agreement priorities  
|                                                                                |                                                                          |                                                                                     | Q2 • Draft recommendations targeted process/efficiencies  
|                                                                                |                                                                          |                                                                                     | • Implementation plans drafted  
|                                                                                |                                                                          |                                                                                     | Q3 • Implementation  
| Increase efficiency and cost containment and/or risk mitigation                 | Reduce annual operating expenses by $290K                                | Develop and implement a process improvement and/or shared services strategy          | Q1 • Completion of identified LTP and IBP objectives by Fall 2014  
|                                                                                |                                                                          |                                                                                     | • Identify Core SEM Committee and Sub-Committee membership for ongoing SEM strategy execution  
| Develop aligned and integrated business planning and process management strategies | Prioritized strategic enrolment management processes implemented as planned | Review the Long Term Planning (LTP) and Integrating Business Processes (IBP) Objectives identified in SEM and select priority projects | Q1 • Charter review team  
|                                                                                |                                                                          |                                                                                     | • Prioritized areas of investigation aligned with MTCU pre-determined efficiencies & productivity set, Strategic Mandate Agreement priorities  
|                                                                                |                                                                          |                                                                                     | Q2 • Draft recommendations targeted process/efficiencies  
|                                                                                |                                                                          |                                                                                     | • Implementation plans drafted  
|                                                                                |                                                                          |                                                                                     | Q3 • Implementation  

**BUSINESS PLAN 2013-14**
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
</table>
| Create a redeveloped college website to support the attraction of prospective learners to St. Lawrence College | Improved web navigation for key college priorities that will more effectively reach our learners and support their needs  
Improved opportunity to build the college reputation for the recruitment of staff and learners to the college.  
Achieved AODA, WCAG, AA compliance | Develop content management system to support full-time program information needs for future students | Q1 • Website Redevelopment Project Plan - May 2013  
Content Management Migration and Development - June 2013  
Q2 • Content Management Rollout Plan - August 2013  
• Training and support plan for college website – August 2013  
Q3 • Communication Plan to support Launch to Key Stakeholders September 2013 |
| Create new content and navigation on the website that will support the needs of our college alumni, corporate clients, and community | Succession planning process in place (which includes identifying leadership potential, assessing leadership development needs and creating appropriate leadership development plans) to identify and develop internal candidates with the potential to fill leadership positions  
3-5 leadership potentials identified, assessed and Professional Development plans established  
Leadership values and discussions incorporated into ALL-MAN, CMC, Deans’ Council, etc. meetings | Develop the Leadership Essentials portion of the CASE (College Administrative Staff Essentials) program based on the College Employer Council’s Leadership Capability Framework | Q1 • Committee Terms of Reference finalized  
• Research of other College best practices completed  
• Project Plan developed  
Q3 • Identification and Assessment process finalized  
• Professional Development Plan documentation established  
Q4 • First internal people identified, assessed and individual Professional Development Plans established  
• Selection criteria for new Administrative Staff hires aligned with College Employer Council’s Leadership Capability Framework |
<table>
<thead>
<tr>
<th>GOAL/OBJECTIVE</th>
<th>MEASURES</th>
<th>INITIATIVES/PROJECTS</th>
<th>MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Launch Management Essentials eBook</strong></td>
<td>Expectations about College policies, procedures and processes documented, communicated and followed by College managers</td>
<td>Launch Management Essentials eBook</td>
<td>Q1 • Management Essentials eBook launched with 6 initial modules</td>
</tr>
<tr>
<td></td>
<td>6 additional chapters completed for Management Essentials eBook</td>
<td>Continue to develop chapters for the Management Essentials eBook</td>
<td>• Management onboarding plan developed</td>
</tr>
<tr>
<td></td>
<td>Management Onboarding process implemented with all new management hires</td>
<td>Establish Management Onboarding Plan</td>
<td>Q3 • Management onboarding plan implemented</td>
</tr>
<tr>
<td><strong>Develop the next strategic plan for St. Lawrence College</strong></td>
<td>Completed 3 year strategic plan</td>
<td>Develop the 2014-2017 St Lawrence College Strategic Plan</td>
<td>Q1 • Critical Path and Strategic Plan Framework</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q2 &amp; Q3 • Engagement with key stakeholders on Vision, Values and Strategic Directions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q4 • Synthesis of engagement, Draft Vision, Values, Strategic Directions and affirmation of mission; determination of objectives and initiatives</td>
</tr>
<tr>
<td><strong>Advance second phase of the Kingston Master Site Plan to meet immediate and mid-term space utilization requirements</strong></td>
<td>Conceptual design and preliminary costing completed</td>
<td>Develop conceptual design and associated requirements document for the Student Services/Learning Resource Centre</td>
<td>Q1 • Select design consultant/architect</td>
</tr>
<tr>
<td></td>
<td>Funding options defined and validated for decision</td>
<td></td>
<td>Q2 • Finalize functional requirements and specifications</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Identify potential funding sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q3 • Review design options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q4 • Approve design</td>
</tr>
<tr>
<td></td>
<td>First draft multi-year staging plan for Master Site Plan</td>
<td>Develop multi-year, staged, Master Site Plan implementation strategy</td>
<td>Q1 • Prioritize project and recommend sequencing</td>
</tr>
</tbody>
</table>
**GOAL/OBJECTIVE** | **MEASURES** | **INITIATIVES/PROJECTS** | **MILESTONES**
--- | --- | --- | ---
Staff, students and other college stakeholders will have a shared understanding and vision of sustainability at St. Lawrence | Integration of sustainability into the new Strategic Plan and Business Plans | Finalize the Sustainability Master Plan | Q1 • Prioritized multi-year action plan vetted through CET, with year 1 items identified for 13/14 budget consideration
Create an education and awareness building strategy for staff and students | Create an education and awareness building strategy for staff and students | Q2 • Awareness and education program on the Sustainability Plan ready for roll-out in September
Assessment of staffing resources to properly implement the Sustainability Plan | Assessment of staffing resources to properly implement the Sustainability Plan | Q3 • Key strategic planning sessions with Managers responsible for operational action items identified in the Master Plan to ensure phase 1 projects are scoped leading up to 14/15 planning cycles