

Cégep Heritage College's 2010-2014 Strategic Plan CEEC Evaluation Report

Executive Summary

The «Commission d'évaluation de l'enseignement collégial» (CEEC) reviewed the Cégep Heritage College 2010-2014 Strategic Plan evaluating its conformity to the Loi des Collèges and its potential efficiency.

Overall, the Commission indicates that the Strategic Plan and the included Student Success Plan (Orientation 1) conform to the dispositions of the Loi des Collèges, and that the essential elements susceptible to ensure efficiency are well identified and addressed. The situational analysis was rigorous. The orientations, objectives, timelines, and success indicators are cohesive. The only suggestion is that the success plan be distributed to students and the College community (NOTE: This was in fact done in June 2011 with the distribution of the Abridged strategic Plan to all personnel, and in August with its inclusion in the Student Handbooks – we have advised the CEEC of this).

The *Commission's* conclusions are:

- **On the Strategic Plan's conformity to the *Loi des Collèges*:**
 - The College's Strategic Plan meets all of the dispositions of article 16.1 of the *Loi sur les collèges d'enseignement général et professionnel* as it spans 4 years, it comprises a situational analysis that identifies the context and issues, it identifies the College's objectives grouped under orientations, and it takes into consideration the majority of the MELS orientations. The plan is clear and comprehensible.
 - The Strategic Plan integrates the College's student success plan which was submitted to the Academic Senate for review before it was adopted by the Board of Governors.
 - The *Commission* notes that the plan indicates that the College is elaborating a document explaining the success plan to students and personnel; it indicates that this document has not been distributed as required by article 16.2 of the *Loi des Collèges*, and suggests that such a document be distributed to students and personnel.

- **On the Strategic Plan's potential efficiency:**
 - The Strategic Plan's «rigorous» situational analysis reflects the College's particularities and identifies its specific issues and challenges. The College's strengths, weaknesses, opportunities and threats that it will have to face over the years covered by the plan are identified. The Strategic Plan also identifies obstacles to student success, defines the particular characteristics of its clientele, and identifies success indicators. The issues stemming from the situational analysis highlight developmental priorities that are translated into orientations and objectives. The College's mission was also taken into consideration in the identification of its strategic orientations.
 - The Strategic Plan identifies 22 clearly stated objectives, each directly linked to one of the 4 orientations and linked to themes stemming from the situational analysis. Indicators and targets are provided for each objective.
 - Annex 1 of the Strategic Plan (the Strategic Action Plan) identifies actions to be taken to attain each objective and the responsibilities for each action. The Strategic Plan also indicates that the identified actions will be incorporated in the College's annual departmental work plans and will be reviewed regularly.
 - Targets and a timeline are presented for each objective identified allowing for effective monitoring. The Strategic Action Plan indicates that the Board, the DG and the AD review progress regularly, and that an annual review process leading to actualisation of the plan as needed will be put in place. A mid-term self evaluation in 2012 is also part of the review process.
 - The Student Success Plan is completely integrated in to Orientation 1 of the Strategic Plan. The Commission observed that the student success objectives are based on the actualisation of its context (success obstacles, clientele characteristics and current success indicators).