



2021–2023

# CPLED STRATEGIC PLAN EXECUTIVE SUMMARY

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## INTRODUCTION

The Canadian Centre for Professional Legal Education's (CPLED) new Bar admission program, the Practice Readiness Education Program (PREP), was launched in June 2020 in Alberta, Manitoba, Nova Scotia, and Saskatchewan, serving 979 students in its first year. At the same time, CPLED transitioned from a decentralized to a centralized business model, shifting program development and delivery responsibilities from the law societies to CPLED. With a new program and organizational structure in place, CPLED has developed a three-year strategic plan to support continued growth that meets the needs of stakeholders such as students, law firms, and law societies.



## MESSAGE FROM THE CHAIR

Since 2018 CPLED has been hard at work successfully building a new version of the Practice Readiness Education Program (PREP). Management now has five offerings under its belt, and it's time to figure out our path forward. This 2021–2023 Strategic Plan addresses the question of What's Next? It incorporates new student support initiatives and updates to our Board governance while still heavily focused on offering the best Bar admission program in Canada and beyond. I am confident that we will continue to grow, with management, the Board and the organization working together.



DON THOMPSON, QC  
Chair



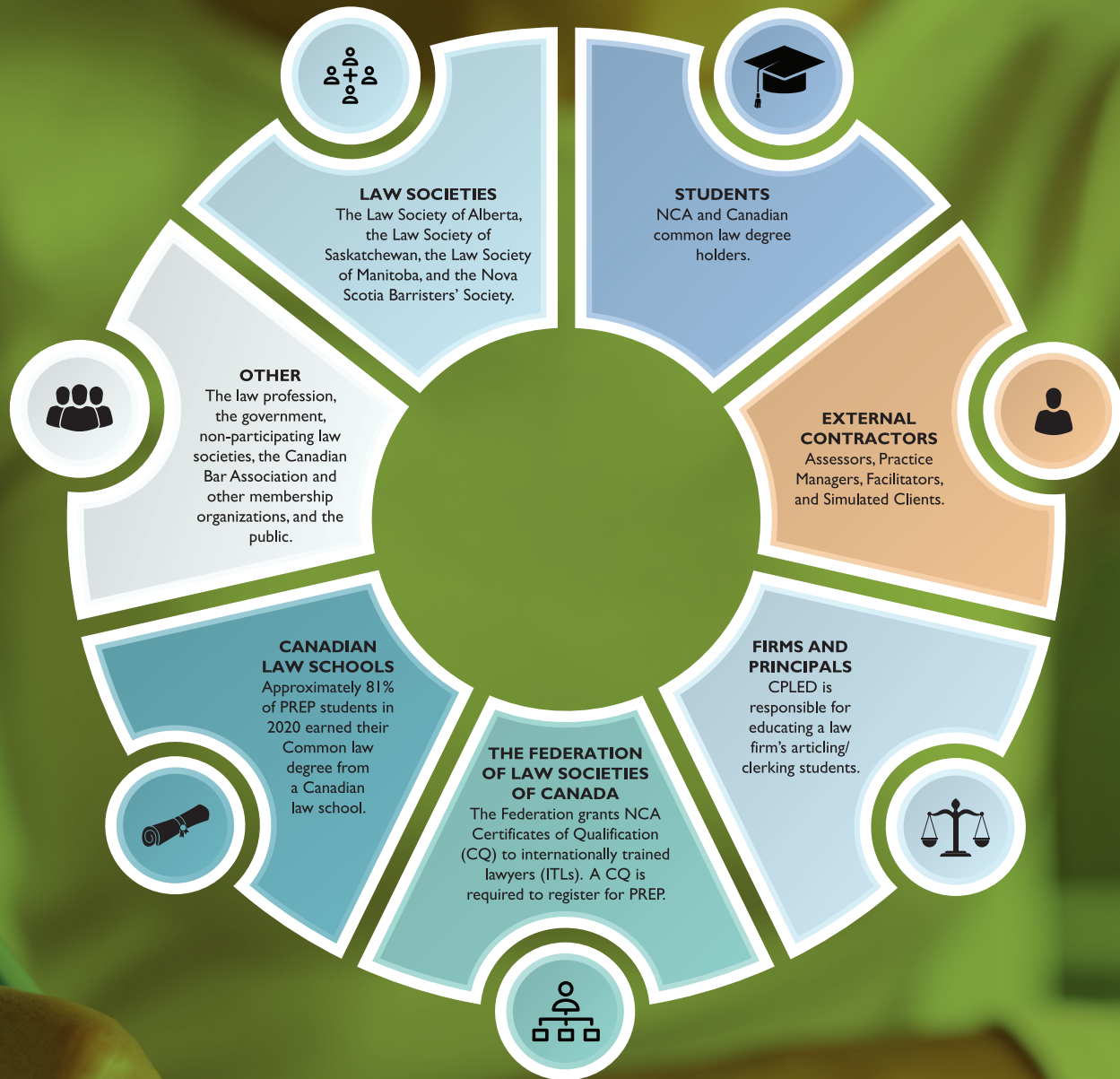
As the CEO of a fast-paced organization such as CPLED, it is my job to take the strategic direction provided by the Board, create business plans and work with the organizational leaders to execute these plans to ensure we achieve our goals. I am confident that in working with the Board and my team, we will achieve growth in new initiatives while heavily investing in making the Practice Readiness Education Program (PREP) the crown jewel of CPLED. All while working to ensure CPLED's relevancy and applicability to students, turning their attention from knowledge learning to experiential learning.



DR. KARA MITCHELMORE  
CEO

## MESSAGE FROM THE CEO

# STAKEHOLDERS





# SITUATION ANALYSIS

A comprehensive review of CPLED's internal and external business environment was conducted through Board focus group sessions, stakeholder feedback, and internal and external reports, culminating in the development of a SWOT analysis.

## STRENGTHS

State-of-the-art program and platform

Dedicated employees with a continuous improvement approach to the way they carry out their work

Collaborative partnership with the four participating law societies



## WEAKNESSES

Mid and long-term actionable stakeholder feedback have yet to be implemented due to time and resource constraints

Governance model founded on CPLED's legacy business

Financial reliance on PREP only

## OPPORTUNITIES

Five out of the nine Canadian common law jurisdictions offer independent Bar admission programs outside of PREP

Internationally Trained Lawyers (ITLs) face difficulties in earning a license to practice law in Canada



## THREATS

Economy and COVID-19 pandemic impact on student hiring

Erosion of reputation (social media)

Competing providers and loss of monopoly



## GUIDING STATEMENTS

CPLED's mission statement, vision statement, values, and key success factors outline the organization's line of business, its long-term goals, and how it will achieve these goals.

### OUR MISSION

CPLED develops and delivers innovative and experiential Canadian pre-call legal education programs, services, and support to build the competencies of new lawyers

### OUR VISION

We help people become competent lawyers

### OUR VALUES

Commitment to excellence  
Integrity  
Collaboration  
Diversity  
Adaptive & innovative

### KEY SUCCESS FACTORS

Best-in-class Bar admission program  
Reputation  
Alliances  
New products & services



# LONG-TERM MILESTONES

CPLED's vision sets them on a long-term path, one in which they will achieve certain milestones towards reaching their ultimate goal:

2022

- multiple versions of PREP solidly in place and running smoothly with steady flow of revenue
- appropriate staffing
- planning for delivery of other programs



2024

- multiple product lines
- expansion to other jurisdictions



2031

- go-to organization for the development and delivery of legal training programs
- leader in the use of technology to deliver education programs



# CPLED STRATEGIC OBJECTIVES

Achieving CPLED's vision and those crucial milestones requires a focus on four integrated strategic objectives that align with CPLED's organizational capabilities and core competencies:

1. Quality growth
2. Best-in-class Bar admission program
3. Operational excellence
4. Governance system

## OBJECTIVES

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### QUALITY GROWTH

Promoting collaboration to build and deliver new programs

### BEST-IN-CLASS BAR ADMISSION PROGRAM

Evolving to meet the needs of law societies and students

### OPERATIONAL EXCELLENCE

Having the right processes and systems in place

### GOVERNANCE SYSTEM

Align governance system to the business model

## BUSINESS INITIATIVES & TACTICS

Expand to other Canadian jurisdictions

Support alternative pathways to licensure

Deliver courses for Internationally Trained Lawyers

Improve stakeholder services and relationships

Evolve content and delivery

Update Competency Framework

Invest in infrastructure and systems

Build culture

Implement financial stewardship

Implement a competency-based Board structure

Review and update bylaws and policies



# BUSINESS INITIATIVES & TACTICS

Delivering on those strategic objectives will be accomplished through several business initiatives as outlined below:

## Quality Growth (QG) Initiatives

These initiatives promote and encourage the adoption of PREP beyond current participating jurisdictions.

### \* **Develop courses and services for Internationally Trained Lawyers**

The difficulties faced by Internationally Trained Lawyers (ITLs) in earning a license to practice law in this country are only too well-known to these practitioners. Through the Federation of Law Societies of Canada, CPLED offers ITLs access to its eight-week Legal Research and Writing Course. It consists of two online modules and two assignments with a research and writing component.

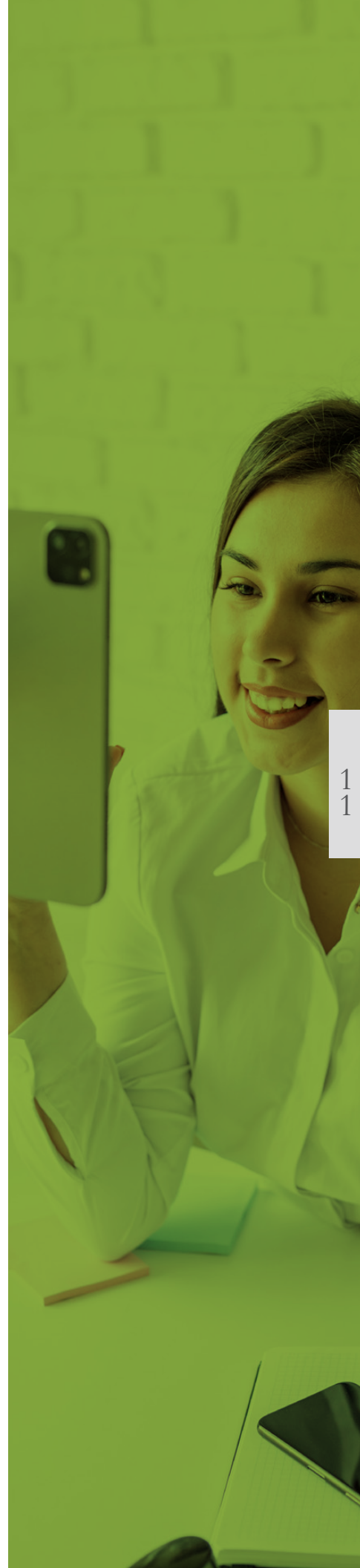
ITLs must complete the NCA requirements, including exams, to continue on their journey into the Canadian legal profession. But the Federation does not offer ITLs any courses or educational preparation for these exams. CPLED could fill this gap by creating and delivering a program of courses to help ITLs prepare for and pass these exams.

### \* **Expand to other Canadian jurisdictions**

This initiative involves growing PREP beyond the four participating jurisdictions. Non-participating jurisdictions include British Columbia, New Brunswick, Newfoundland & Labrador, Ontario, Prince Edward Island, and Québec. Opportunities for CPLED to expand within these jurisdictions are equally varied.

### \* **Collaborate with stakeholders to identify potential alternative pathways to licensure**

There is an opportunity to explore and offer alternative pathways into the profession and to minimize barriers to entry. CPLED's frameworks (e.g., Competency Framework), and expertise make it an ideal partner to develop and deliver alternate pathways.



## Best-in-Class Bar Admission Program (PREP) Initiatives

CPLED's primary objective is to continue enhancing and evolving PREP to be recognized as a "best-in-class" Bar admission program.

### \* **Improve stakeholder services and relationships**

Building relationships fosters trust and allows CPLED to gather information needed to develop services that assist student learning and support external contractor retention.

### \* **Evolve content and delivery**

To be best-in-class and remain best-in-class, PREP must continue to evolve to meet the needs of students and the law societies.

### \* **Up-to-date Competency Framework**

The Competency Framework is a document that identifies the skills needed of newly called lawyers. PREP needs to be current in assessing students to ensure they are ready with entry-level competence when they are called to the Bar.





## Operational Excellence (OE) Initiatives

These initiatives are intended to help CPLED overcome operational weaknesses and further hone its core competencies. These projects are key if CPLED wishes to achieve its best-in-class program and quality growth initiatives.

### \* **Invest in infrastructure and systems**

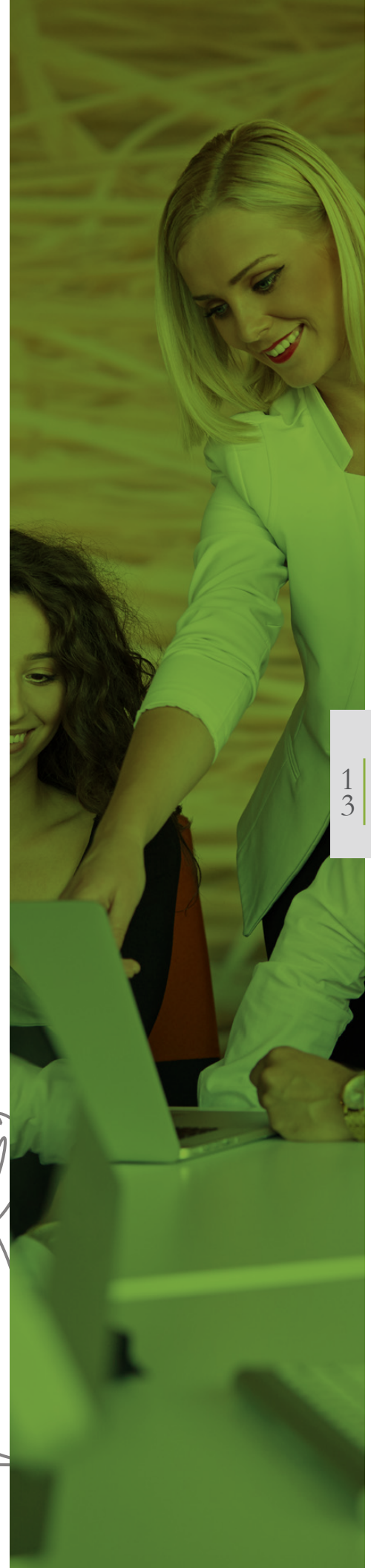
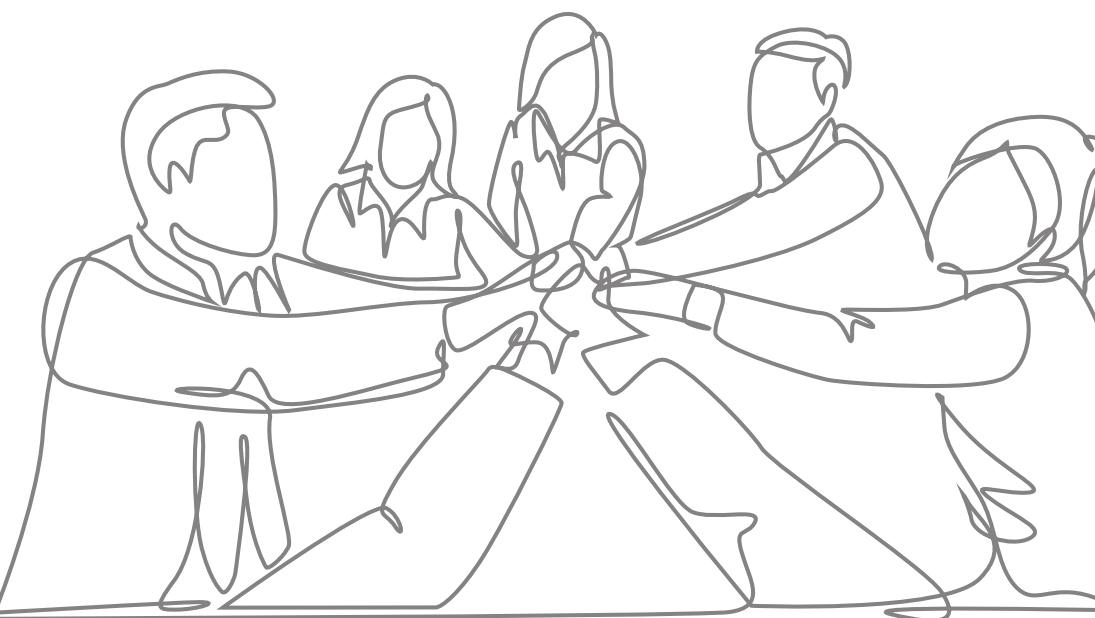
Initiatives should improve internal efficiencies and enhance productivity resulting in improved stakeholder services and engagement. Improving infrastructure and systems also positively affects employee morale if it minimizes non-value-added work, creates efficiencies, and minimizes rework.

### \* **Build culture**

CPLED's team is relatively new, and it continues to grow. It is therefore essential to build a strong and positive culture that creates an engaged workforce. Building culture includes developing CPLED's employee talent pool.

### \* **Implement financial stewardship and contingency fund development plans**

CPLED relies on PREP student fees and law society subsidies for revenue, and these are set and fixed early in the calendar year. Therefore, it is imperative to carefully manage finances so as not to run out of cash during the year or to operate through business disruption effectively.



## Governance system (GS) Initiatives

These initiatives should transform CPLED's current governance model to better fit with the organization's transition from a decentralized to a more complex centralized business.

### \* **Implement a competency-based Board structure**

The Board will identify and recruit competency-based Board members. Identifying skill sets that might be useful for the CPLED Board as it pursues its roles of articulating strategic direction, monitoring progress in achieving strategic goals, ensuring financial stewardship, and providing an accountability link to participating law societies and other stakeholders.

### \* **Review and update bylaws and policies**

As CPLED's governance model continues to evolve, the Board will review current bylaws and policies to ensure these are aligned with CPLED's new centralized business model. These changes include proposing that the Governance Committee act as the nominating committee for future Board appointments and documenting processes.





# PERFORMANCE METRICS — GOALS AND KEY PERFORMANCE INDICATORS

The Performance Dashboard provides insights into CPLED's business and strategic performance and consists of indicators that measure the objectives. The Dashboard will be updated quarterly and presented to the Board for review and discussion.

Please note that given PREP has only been in the field for one year, CPLED will be building benchmarks for future targets which are illustrated in the graphic below. Surveys, number of complaints, and financial reports will be used to measure CPLED performance.

## STUDENT EXPERIENCE



PREP is clear  
and logical

Assessor feedback  
is helpful

## EMPLOYEE ENGAGEMENT



Learning &  
development

Employee  
well-being

## BUSINESS PROCESS METRICS



Student questions  
answered quickly  
and respectfully

Minimal CPLED  
controlled program  
technical issues

## FINANCIAL METRICS



Operating and  
capital reserves



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Calgary, Alberta T2R 1L9  
ph: 1.833.549.1571

Main office situated on Treaty 7 and  
Metis Nation of Alberta Region 3 Lands