IMPLEMENTATION PLAN
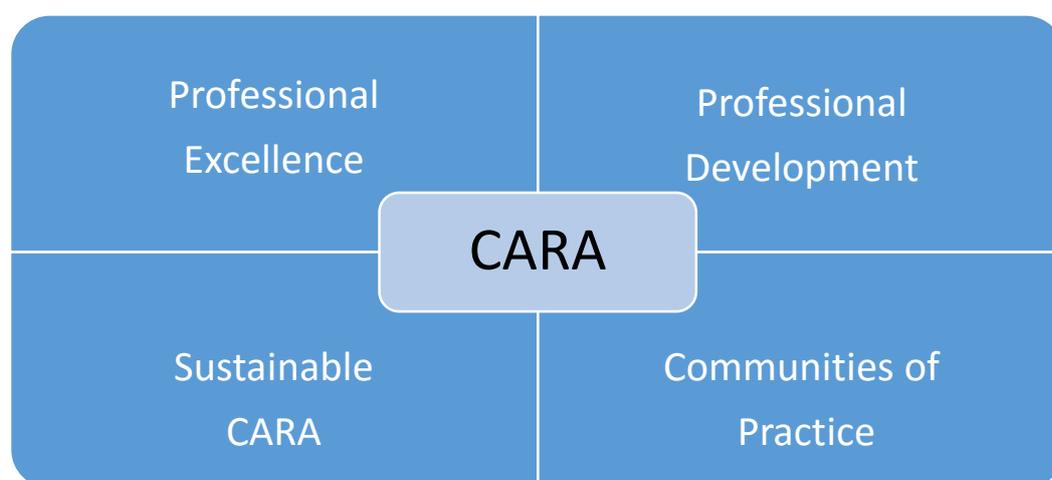
This implementation plan is to support CARA in delivering against its strategic priorities outlined below.

CARA'S STRATEGIC PRIORITIES

CARA's strategic priorities guide the board's decision-making and actions on behalf of CARA members from 2016 until 2019. The priorities shape the programmes CARA delivers, the services it provides and the management of its business and finances. These priorities allow the board to set appropriate operational targets, management of the executive office and ensure value for CARA members.

CARA's four strategic priorities for 2016 to 2019 are:

Professional Excellence	Professional Development
CARA	
Sustainable CARA	Communities of Practice

For each of the four strategic priorities, the board developed priority activity areas. It has also developed an implementation plan, which identifies tasks, timeline for delivery and anticipated outcomes. CARA's implementation plan will be reviewed and adjusted as required on an annual basis.

PROFESSIONAL EXCELLENCE

By focussing on professional excellence CARA will ensure that research administration is recognised for the value it brings. CARA will actively celebrate and support the profession with its partners and stakeholders.

Priority Activity Area

- Develop a competency framework for the profession
    - Assess and identify broad function categories of research administrators in Canada
    - Undertake and international comparison of competence frameworks with similar organisations (ARMA, SRA, NCURA, ARMS, DARMA, EARMA)
    - Establish a code of ethics for research administrators in Canada
- Develop strategic partnerships to support research management excellence
    - Develop a framework to assess partnership opportunities
    - Identify potential partners and strengthen current partnerships
- Deliver an awards and recognition programme to raise the profile of research administration excellence

o Review and improve current recognition offerings (compare to similar programmes e.g. SRA, ARMA)
o Identify new levels of membership to reflect career trajectories

PROFESSIONAL DEVELOPMENT

Since its inception, CARA has focussed on the professional development needs of its members. CARA will ensure that this service is enhanced through the professional development opportunities it provides, including greater flexibility for members to access CARA resources and programmes.

Priority Activity Area

- Deliver a rigorous education and training programme
  o A roster of professional certification programmes will be delivered in 2016- 2019
  o Continue to deliver a robust and diverse webinar programme
- Support members to plan and manage their individual professional development needs
  o Develop a professional development framework which will allow members to chart their professional development pathway
  o Develop a professional development calendar
- Ensure CARA's portfolio of member services is current and focussed on member needs
  o Review and refresh member services

COMMUNITIES OF PRACTICE

CARA's strength as an organisation is based on its members, volunteers, partners and stakeholders. Building strong relationships within research administration and with its partners is part of who CARA is. CARA will strengthen opportunities for networking, sharing and working together through all the programmes it delivers.

Priority Activity Area

- Share learning and best practice with CARA's colleagues and partners
  o Identify current and future colleagues and partners (internal and external) to share resources and best practice
  o Implement a strategy for sharing and learning
- Develop innovative and diverse engagement opportunities across all of its activities
  o Undertake a review of existing engagement opportunities for members
  o Improve and develop new opportunities for networking and engagement
- Deliver an annual conference which reflects the diversity of its membership
  o Review and document conference plans and processes
  o Review resource allocation for delivering conference with a view to deliver an excellent event whilst maximising financial return on investment

SUSTAINABLE CARA

If CARA does not exist, it adds no value! Ensuring CARA is effective and diligent with its resources and that it continues to deliver value to its members in a cost effective and appropriate manner is important to CARA.

Priority Activity Area

- Annually review and improve CARA's governance processes to ensure governance excellence
  o Develop and implement delegation framework for the CARA

- o Review the policy framework and develop new policies and procedures as appropriate
  - o Develop succession plans for the board and executive office
  - o Define board membership skills and qualities
  - o Develop orientation and induction approaches for new board members
- Review board membership and staffing in the executive office to ensure both are efficient and resourced appropriately
  - o Review board structure (see Appendix A)
  - o Develop clear roles and responsibilities for board members
  - o Develop a recruitment strategy for board members
- Maintain a clear financial strategy to manage risk and grow the services to members
  - o Develop a financial strategy for CARA
  - o Develop a risk management framework
- Invest in CARA's communications activity to enhance the profile of research administration.
  - o Develop a communications strategy
  - o Develop outreach roles and responsibilities
  - o Ensure the website is reviewed in line with the new strategy