

# CHAMPLAIN REGIONAL COLLEGE

## MANAGEMENT PLAN

2003 / 2004

BOARD OF GOVERNORS MEETING – SEPTEMBER 24, 2003

## MANAGEMENT PLAN 2003-2004

### PREAMBLE

The format used to develop the Annual Management Plan incorporates both College-wide as well as Campus specific priorities into one document.

The objectives that appear are consistent with the Mission of the College and are based on specific requirements of the major areas of College activity. Priorities are specific to a given year.

### ORIENTATIONS

Planning for the College was done in order to address the major areas of activity:

- a) Academic Services;
- b) Student Services;
- c) Financial Services / Material Resources;
- d) Human Resources / Secretariat General;
- e) Information Systems;
- f) Institutional Development.

Legend: The number found in each objective refers to the ISE Action Plan in the provisional version of the Management Plan only.

## MANAGEMENT PLAN 2003-2004

### ACADEMIC SERVICES

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Consolidate and improve the College approach to promoting and enhancing student success in the College	1.1 Conduct the self-evaluation of the three-year student success action plan as per CEEC specifications ensuring that it contains program-level analysis (ISE IV.1 and IV.2)	Oct. Board	Dir. of Studies Deans	College-wide	
	1.2 Complete the financial report for Year 3 of the student success action plan as per MEQ specifications (ISE IV.2)	Oct. Board	Dir. of Studies Deans	College-wide	
	1.3 Submit above reports to Board for adoption and forward to CEEC and MEQ	Oct. Board	Dir. of Studies	College-wide	
	1.4 Develop new three-year student success action plan to be included in College strategic plan, ensuring that plans for the collection and analysis of evaluation data are included and placement of career program students in positions directly related to their training (ISE IV.6)	June 2004	Dir. of Studies Deans	College-wide	
	1.5 Implement measures to enhance student success at each location, according to plan and budget established in June 2002, namely by: (ISE IV.4, IV.5) <ul style="list-style-type: none"> <li><del>///</del> Monitoring the achievement of set targets</li> <li><del>///</del> Setting three-year course success targets in disciplines that have consistently been lower than the campus average over the last 3-5 years</li> <li><del>///</del> Developing and implement strategies for achieving these targets</li> <li><del>///</del> Evaluating disciplines with low success rates and implementing strategies to address issues</li> <li><del>///</del> Monitoring ICS students on a weekly basis</li> </ul>	Ongoing June 2004	M. Gudwin  B. O'Boyle D Schurman A. Singelis  J. Keyes J. Robert	Lennoxville  St. Lambert  St. Lawrence	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
2. Carry out our responsibilities and honour our commitments in program management (development, implementation, evaluation and revision)	1.6 When selecting measures for inclusion in future Student Success Action Plans, give priority to those measures which will have a direct impact on success in first-semester courses, retention in the third semester (particularly same program retention), and graduation within the prescribed period of time plus two years (ISE IV.3)	June 2004	Dir. of Studies Campus Dirs. Deans	College-wide	
	1.7 Provide STAR reports and information sessions for Program and Department Coordinators, discuss achievements and strategies to enhance success in their respective programs and disciplines (ISE V.1)	Fall 2003	Deans	College-wide	
	1.8 Meet with program/department coordinators and/or assemblies to identify student success needs and develop solutions to problematic areas (ISE IV.7, V.2)	Ongoing 2003/2004	Deans	College-wide	
	2.1 Implement the following programs: <del>///</del> Year 1 of reformulated Liberal Arts program	2003-2004	M. Gudwin A. Singelis	Lennoxville St. Lambert	
	<del>///</del> Year 1 of revised Accounting & Management program	2003-2004	M. Gudwin A. Singelis J. Keyes	Lennoxville St. Lambert St. Lawrence	
	<del>///</del> Year 1 of Sport Marketing & Management program	2003-2004	A. Singelis	St. Lambert	
	<del>///</del> Year 1 of new grid in Publication Design and Management	2003-2004	A. Singelis	St. Lambert	
<del>///</del> Year 2 of revised program in Social Science	2003-2004	M. Gudwin A. Singelis J. Keyes	Lennoxville St. Lambert St. Lawrence		

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
	<ul style="list-style-type: none"> <li><del>///</del> Year 3 of revised program in Computer and Information Systems program</li> <li><del>///</del> Year 3 of Special Care Counselling program</li> <li><del>///</del> Year 3 of Joint program in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>2003-2004</li> <li>2003-2004</li> <li>2003-2004</li> </ul>	<ul style="list-style-type: none"> <li>M. Gudwin A. Singelis</li> <li>M. Gudwin</li> <li>J. Keyes</li> </ul>	<ul style="list-style-type: none"> <li>Lennoxville St. Lambert</li> <li>Lennoxville</li> <li>St. Lawrence</li> </ul>	
	2.2 Evaluate the following programs: <ul style="list-style-type: none"> <li><del>///</del> Fine Arts</li> <li><del>///</del> CALL, Language option</li> <li><del>///</del> Science</li> <li><del>///</del> CALL</li> </ul>	<ul style="list-style-type: none"> <li>April 2004</li> <li>April 2004</li> <li>April 2004</li> <li>April 2004</li> </ul>	<ul style="list-style-type: none"> <li>M. Gudwin M. Gudwin</li> <li>D. Schurman A. Singelis</li> <li>J. Keyes J, Robert</li> </ul>	<ul style="list-style-type: none"> <li>Lennoxville Lennoxville</li> <li>St. Lambert</li> <li>St. Lawrence</li> </ul>	
	2.3 Within the context of program evaluations, conduct surveys and focus groups to identify factors that limit the extent to which students' expectations concerning the quality of instruction in DEC programs are being met (ISE IX.1)	April 2004	Deans	College-wide	
	2.4 Finalize follow-up report on the evaluation of General Education and forward to CEEC	Sept. 2003	M. Gudwin J. Keyes	Lennoxville St. Lawrence	
	2.5 Follow-up on recommendations and action plans from previous evaluations in: <ul style="list-style-type: none"> <li><del>///</del> General Education</li> <li><del>///</del> Science</li> </ul>	<ul style="list-style-type: none"> <li>All year</li> <li>All year</li> </ul>	<ul style="list-style-type: none"> <li>M. Gudwin A. Singelis D. Schurman J. Keyes</li> <li>M. Gudwin</li> </ul>	<ul style="list-style-type: none"> <li>Lennoxville St. Lambert St. Lawrence</li> <li>Lennoxville</li> </ul>	
	2.6 Revise the Tourism Program to respond more effectively to recent, major changes in the Tourism industry and the related employment market	April 2004	A. Singelis	St. Lambert	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
	<p>2.7 Adjust grids in CALL program and declare under new code (500.A1)</p> <p>2.8 Consolidate new Accounting &amp; Management program, by:  <del>///</del> Revitalizing the Business Advisory Committee  <del>///</del> Analyzing factors associated with low enrolment  <del>///</del> Defining and implementing strategies to enhance viability of new program</p> <p>2.9 Identify programs bordering the threshold of viability, analyze factors associated with low enrolment and implement appropriate strategies (ISE III.1, III.2, III.3)</p> <p>2.10 Identify new DEC programs the College would like to offer (ISE III.4)</p> <p>2.11 Develop program evaluation calendar, at each campus, where they do not already exist, and review them annually and adjust where required (ISE VII.I)</p> <p>2.12 Evaluate the following AEC programs:  <del>///</del> <i>Informatique de bureau bilingue</i>  <del>///</del> <i>Call Centre</i></p> <p>2.13 Follow-up on current and last year's evaluation of <i>Conseiller en vente d'éléments de décorations intérieures</i></p>	<p>Jan. 2004</p> <p>All year</p> <p>Fall 2003</p> <p>Sept. 2003</p> <p>Sept. 2003</p> <p>Fall 2003 Spring 2004</p> <p>June 2004</p>	<p>M. Gudwin A. Singelis B. O'Boyle D. Schurman</p> <p>J. Keyes J Robert</p> <p>B. Daigneault M. Gudwin D. Shewan A. Singelis</p> <p>J. Trudel J. Keyes</p> <p>S. Coulombe N. Kelly B. O'Boyle D. Schurman A. Singelis D. Shewan</p> <p>Deans</p> <p>L. Beaudoin N. Kelly</p> <p>L. Beaudoin</p>	<p>Lennoxville St. Lambert</p> <p>St. Lawrence</p> <p>Lennoxville St. Lambert</p> <p>St. Lawrence</p> <p>St. Lambert</p> <p>College-wide</p> <p>Lennoxville St. Lambert</p> <p>Lennoxville</p>	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
	<p>2.14 Develop the following programs:</p> <ul style="list-style-type: none"> <li>✍ One new AEC program, based on the participation in the <i>Table de veille régionale de l'adéquation formation-emploi (Estrie)</i></li> <li>✍ A new 20-week English immersion program <i>Anglais au bureau</i>, for Emploi-Québec</li> </ul> <p>2.15 Expand programs and services offered in Continuing Education, namely:</p> <ul style="list-style-type: none"> <li>✍ Adapt Tour Guide program following results of first offering and offer to second cohort</li> <li>✍ Develop support materials for Continuing Education programs, e.g., English for Tourism, Customer Service, Tour Guide</li> <li>✍ Assess existing AEC programs (Champlain, other Anglophone colleges) or develop at least one new AEC to meet regional needs and obtain funding to offer such programs</li> <li>✍ Develop a strategy and format to offer courses to the community, based in part on models used in other colleges</li> <li>✍ Revise ESL testing tools, in consultation with experienced teachers, and offer testing services to businesses on experimental basis</li> <li>✍ Consolidate the position of Continuing Education in the tourism and language skills development niches and identify new clientele (ISE X.7)</li> </ul> <p>2.16 Expand programs and services offered in Continuing Education, namely:</p> <ul style="list-style-type: none"> <li>✍ Develop at least one international program (ISE X.6)</li> <li>✍ Develop at least one new AEC program</li> </ul>	<p>Spring 2004</p> <p>Fall 2003</p> <p>All Year</p> <p>June 2004</p> <p>Nov. 2003</p>	<p>L. Beaudoin</p> <p>L. Beaudoin</p> <p>M. Whyte</p> <p>N. Kelly</p> <p>N. Kelly A. Singelis D. Shewan</p>	<p>Lennoxville</p> <p>Lennoxville</p> <p>St. Lawrence</p> <p>St. Lambert</p>	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
3. Revise, complete and improve the academic infrastructure	<ul style="list-style-type: none"> <li>✍ Develop a new AEC based on the 410 DEC</li> </ul>	Sept. 2003	N Kelly D. Shewan A. Singlis		
	<ul style="list-style-type: none"> <li>✍ Revamp the Fitness Professional AEC to shorten its duration and offer it in French</li> </ul>	Sept. 2003	N, Kelly A. Singelis		
	<ul style="list-style-type: none"> <li>✍ Maintain the relationship with First Nations and if funding is available, offer at least one program</li> </ul>	Dec. 2003	N. Kelly		
	2.17 Investigate the relevance and feasibility of offering bilingual programs and services (Cont. Ed) (ISE X.5)	June 2004	L. Beaudoin	Lennoxville	
	2.18 Establish follow-up reports on program evaluations as a regular agenda item at meetings of the Commission of Studies, the Pedagogical Group and the Board of Governors (ISE VII.6)	Ongoing 2003-2004	Deans	College-wide	
	3.1 Complete the revision of the Policies on the Evaluation of Student Learning (DEC programs) (ISE VI.1)	June 2004	Dir. of Studies Deans Registrars	College-wide	
	3.2 Examine the application of the Policy on the Evaluation of Student Learning to Continuing Education and adjust the Policy to include Continuing Education or create a separate Policy	June 2004	Dir. of Studies Deans Directors of Cont. Ed.	College-wide	
	3.3 Building on recent experience, complete the development of a Policy for the Evaluation of AEC Programs (ISE X.1)	June 2004	Dir. of Studies Directors of Cont. Ed.	College-wide	
3.4 Request, review and disseminate appropriately annual plans and reports from all departments and programs (ISE XII.3)	June 2004 June 2004	Campus Directors and Deans	College-wide		

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
4. Improve the teaching and learning environment (tools, technology, projects, services, etc.)	3.5 Encourage support staff to name a representative to fill their seat at the Commission of Studies (ISE II.4)	Sept. 2003	Dir. of Studies Campus Dirs.	College-wide	
	4.1 Building on the results of pilot testing revise the STAR Survey of entering students, with a view to better meet the information needs of the College	March 2004	Dir. of Studies Deans	College-wide	
	4.2 Complete the development of generic tools for program evaluation (ISE VII.2)	Feb. 2004	Dir. of Studies Deans	College-wide	
	4.3 Using the frontline services model, examine and compare levels of support offered to students and teachers and address appropriately (ISE IX.5 and IX.6)	Dec. 2003	Campus Directors Deans Dir. of Student Services	College-wide	
	4.4 Consolidate international projects, namely by: <del>///</del> Negotiate a stable resource base for coordination with CALL and Social Science Departments <del>///</del> Negotiate a stable resource base for coordination in LRC (Faculty) <del>///</del> Identify a stable revenue base for international projects (internal and external)	April 2004	J. Trudel J. Keyes J. Robert	St. Lawrence	
	4.5 Chose platform for delivering online learning support, select faculty and courses and evaluate effectiveness of such support	Sept. 2003	D. Shewan A. Singelis N. Kelly	St. Lambert	
	4.6 Apply for NASSM certification for the new 410 Sport Marketing & Management Program	Dec. 2003	A. Singelis	St. Lambert	
	4.7 Reactivate business advisory councils for all technology DEC programs	Fall 2003	D. Shewan A. Singelis	St. Lambert	

## MANAGEMENT PLAN 2003-2004

### STUDENT SERVICES

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Promote and enhance student success	1.1 Redesign and develop a new student profile sheet to take into account the program objectives	Fall 2003	M. Cutting	Lennoxville	
	1.2 Assess and develop a plan for a better delivery of career counselling (ISE. V.6)	Fall 2003	M. Cutting	Lennoxville	
	1.3 Evaluate the pertinence, relevance and effectiveness of the Noel-Levitz Inventory survey	Fall 2003	M. Gudwin M. Cutting	Lennoxville	
2. Review the process of collecting information on graduates, particularly in the career programs	2.1 Examine the tools currently used and the resources required and make modifications to increase the data collected, if required	Fall 2003	D. Shewan R. Lanctôt A. Singelis	St. Lambert	
3. Review and improve channels for students to express concerns and complaints	3.1 Review and adjust as needed in the context of the revision of the PESL (ISE XII.1 and XII.2)	June 2004	C. Directors Deans Directors of Student Services	Three campuses	
	3.2 Ensure that faculty and staff in Academic Affairs are informed about all channels and procedures through which students can express concerns and complaints (ISE XII.2)	June 2004	J. Keyes	St. Lawrence	
4. Investigate sources of student dissatisfaction	4.1 Survey students and take appropriate measures	Fall 2003	J. Robert	St. Lawrence	
	<del>///</del> Develop generic survey questionnaire				
	<del>///</del> Assess and develop a plan for a better delivery of career counselling (ISE V.6)				
	<del>///</del> Identify sources of student dissatisfaction with Library and address appropriately (ISE IX.3)	March 2004	J. Keyes		

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
	<del>2.2</del> Identify source of dissatisfaction concerning the accessibility of computer laboratories and implement corrective measures (ISE IX.4)	March 2004	M. Moisan		
5. Expand the services for students	5.1 Investigate possibilities for expanding online services (ISE XII.7)	Winter 2004	J. Robert M. Moisan	St. Lawrence	
6. Refine the new registration procedure and study the possible early registration of new students (ISE VIII.2)	6.1 Work closely with registration staff	May 2004	J. Robert	St. Lawrence	
	6.2 Survey clientele and staff satisfaction	May 2004	J. Robert		
	6.3 Propose changes, if necessary	May 2004	J. Robert		
7. Enhance use of English in all activities and by all personnel and students	7.1 Activate a small committee with representation from all groups	Fall 2003	J. Robert J. Keyes	St. Lawrence	
	7.2 Study the possibility of offering a credited English course dealing with spoken English	Fall 2003	J. Robert J. Keyes		
	7.3 Create a well publicized guest speakers series emphasizing English speakers	Winter 2004	J. Robert J. Keyes		
8. Study programs that could possibly increase enrolment and offer new openings for students (ISE III.4)	8.1 Study the feasibility of elite level athletics and <i>Sports Études</i> program	Fall 2003	J. Robert J. Keyes	St. Lawrence	
9. Revise current utilization of space by student government	9.1 Examine the process by which space is allocated to student clubs and ensure that it best meet students' needs	Fall 2003	R. Lanctôt	St. Lambert	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
10. Assist the student government in their re-incorporation	10.1 Ensure that the student government has completed and submitted required documentation to appropriate government authorities	Fall 2003	R. Lanctôt	St. Lambert	
11. Increase availability of interscholastic sports	11.1 Develop and support new intercollegiate teams in men's and women's tennis and golf	Fall 2003	R. Lanctôt	St. Lambert	
12. Access <i>Fonds de Jeunesse</i> programs to increase support services	12.1 Complete the application process and if accepted, implement the programs	Fall 2003	D. Shewan R. Lanctôt	College-wide	
13. Enhance inter-campus collaboration	13.1 Facilitate communication and meetings for Directors of Student Services across the three campuses, as well as for staff as relevant (ISE II.7)	Ongoing 2003-2004	Directors of Student Services	College-wide	

## MANAGEMENT PLAN 2003-2004

### FINANCIAL SERVICES

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Improve Budget Controls and Reporting	1.1 Evaluate the possibility of harmonizing budget coding practices at Continuing Education	March 2004	J. Haffenden S Garbutt Directors of Cont. Ed.	College-wide	
	1.2 Evaluate the possibility of introducing quarterly budget reports to replace the mid-year April report	Dec. 2003	J. Haffenden DGAC	College-wide	
2. Renew lease and service agreement with Bishop's University (2004-2009)	2.1 Prepare the inventory of requirements for the renewal of the services agreement and rental lease with Bishop's University	Fall 2003	J. Haffenden B. Daigneault M. Cutting G. Côté F. Wilson	Lennoxville	
	2.2 Establish a joint committee with Bishop's University for the renewal of the services agreement and rental lease and establish critical deadlines	Winter 2004	J. Haffenden B. Daigneault G. Côté F. Wilson M. Cutting	Lennoxville	
3. Consolidate budget follow-up – Operating and Capital	3.1 Formalize calendar	Oct. 2003	J. Coulombe	St. Lawrence	
4. Normalize budgets from academic programs	4.1 Revise contract with Limoilou on Tourism program	Oct. 2003	J. Trudel J. Keyes J. Coulombe	St. Lawrence	
5. Replace the Director of Administration	5.1 Select and integrate the new person in the post	Sept. 2003 for selection – ongoing throughout the year for integration	G. Wallace D. Shewan	St. Lambert	

## MANAGEMENT PLAN 2003-2004

### MATERIAL RESOURCES

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Building maintenance	a. Implement and update renovation plans in all three locations.	Fall 2003	J. Haffenden B. Daigneault F. Wilson G. Côté D. Shewan B. Thibeault J. Trudel J. Coulombe	College-wide	
	1.2 Redesign front entrance pathway and repair the parking for the Centre	Fall 2003	L. Beaudoin	Lennoxville	
2. Renewal of major contracts	2.1 Tender Call – Security Contract St. Lawrence	April 2004	J. Haffenden J. Coulombe	St. Lawrence	
	2.2 Tender Call – Cafeteria Contract St. Lawrence	April 2004	J. Haffenden J. Coulombe L. Smith	St. Lawrence	
3. Upgrade classroom facilities	3.1 Install smart classroom(s) in the Champlain building	Winter 2004	M. Gudwin F. Wilson	Lennoxville	
4. Update inventory	4.1 Verify actual state and delete or add items	March 2004	J. Coulombe	St. Lawrence	
5. Present a preventive maintenance schedule	5.1 Seek information	Dec. 2003	J. Coulombe	St. Lawrence	
	5.2 Prepare and propose a plan	May 2004	J. Coulombe	St. Lawrence	
6. Increase the level of accessibility and functionality of Student Services	6.1 Redesign the area in Student Services to increase services to the clientele	Sept. 2003	R. Lanctot B. Thibault	St. Lambert	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
7. Implement new cleaning contract	7.1 Ensure that the new cleaning company fully meets all obligations of its contract from the start	August 2003	B. Thibault	St. Lambert	
8. Convert the existing mainframe computer room into a computer lab	8.1 Create design for unusually shaped space and renovate	Spring 2004	D. Schurman D. Shewan A. Singelis B. Thibault	St. Lambert	
9. Increase security within the building	9.1 Redesign and upgrade the current video surveillance system	Sept. 2003	D. Shewan B. Thibault	St. Lambert	

**MANAGEMENT PLAN 2003-2004**  
**HUMAN RESOURCES AND SECRETARIAT GENERAL**

Objective	Actions to be taken	Deadlines and due dates	Person(s) responsible	College-wide location/campus
1. Complete the process of publishing the Employee Guide, post it on the College's Web sites and ensure that it is kept up to date (ISE XI.1.)	1.1 Publish the Employee Guide, post it on the College's Web sites and ensure that it is kept up-to-date	Fall 2003	L. Brunet G. Côté C. Pincombe M. Moisan	College-wide
	1.2 Prepare the Faculty Handbook	June 2004	G. Côté	Lennoxville
2. Develop an Evaluation policy for faculty (ISE XI.2.)	2.1 Consult Union at all locations on the approach to develop an Evaluation Policy	Fall 2003	L. Brunet B. Daigneault M. Gudwin D. Shewan A. Singelis D. Schurman J. Trudel J. Keyes L. Beaudoin N. Kelly M. Whyte	College-wide
	2.2 Develop an Evaluation Policy and tools and initiate consultation	Winter 2004	L. Brunet J. T. Giard B. Daigneault M. Gudwin D. Shewan A. Singelis D. Schurman J. Trudel J. Keyes L. Beaudoin N. Kelly M. Whyte	College-wide

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines and due dates	Person(s) responsible	College-wide location/campus
3. Review employee recognition practices at each location and develop or revise them as needed (ISE XI.3)	3.1 Review existing employee recognition practices at each location and revise if required	Winter 2004	L. Brunet G. R. Cutting J. Haffenden B. Daigneault G. Côté D. Shewan C. Pincombe J. Trudel M. Moisan	College-wide
4. Review, in cooperation with the faculty unions, current policies on professional development for faculty, including the use of available funds, and identify new sources of funding to take into account the needs generated by program revisions and by the use of information technology	4.1 Review current policies on professional development for faculty, taking into account emergent needs generated by program revisions, the use of information technology and search for new sources of funding for professional development for faculty (ISE XI.4 and XI.5)	Winter 2004	L. Brunet B. Daigneault M. Gudwin G. Côté D. Shewan A. Singelis D. Schurman B. O'Boyle J. Trudel J. Keyes M. Moisan	Three campuses
5. Review organizational charts (ISE II.1)	5.1 Review organizational charts with a view to finding ways to illustrate the contribution of groups to the general management of the College	Oct. 2003	L. Brunet	Coll. Admin.
6. Negotiate a Human Resources agreement for Tourism	6.1 Develop, in collaboration with the <i>Cégep de Limoilou</i> and FNEEQ a Letter of agreement for combined <i>postes</i>	Oct. 2003	L. Brunet J. Keyes J. Trudel M. Moisan	St. Lawrence
	6.2 Normalize <i>postes</i> in Tourism at St. Lawrence resolve possibility of combined <i>postes</i> with <i>Cégep de Limoilou</i>	Oct. 2003	L. Brunet J. Keyes J. Trudel M. Moisan	St. Lawrence

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines and due dates	Person(s) responsible	College-wide location/campus
7. Prepare negotiations for the renewal of faculty, professional personnel and support staff collective agreements	7.1 Provide necessary information to "Partie Patronale" groupings as required	2003-2004	L. Brunet J. Haffenden B. Daigneault G. Côté D. Shewan C. Pincombe J. Trudel M. Moisan	College-wide
8. Create a policy to address Psychological Abuse in the workplace	7.2 Disseminate information on status of negotiations to management personnel	2003-2004	L. Brunet	College-wide
9. Begin work on revision of Calendar of Conservation (ISE XII.8)	8.1 Review existing policies and practices, develop a Policy on Psychological Abuse and consult all parties concerned prior to adoption by the Board of Governors	May 2004	L. Brunet J. Haffenden B. Daigneault G. Côté D. Shewan J. Trudel M. Moisan	College-wide
	9.1 Phase 1: Review and revise, if required, the Calendar of Conservation and consult locations on proposed changes	Winter 2004	L. Brunet	College-wide

## MANAGEMENT PLAN 2003-2004

### INFORMATION SYSTEMS

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Complete the conversion of <i>Gestion Pédagogique</i> to Oracle	1.1 Upgrade Oracle server hardware at the three campuses	Nov. 2003	G. Mercier H. Labsir	College-wide	
	1.2 Convert all modules that were identified as critical and start operations under the new system	Oct. 2003	G. Mercier H. Labsir	College-wide	
	1.3 Pilot the implementation of the new system	Nov. 2003	G. Mercier Registrars Cont. Ed. Directors D. Schurman	College-wide	
	1.4 Terminate all mainframe-related service contracts and have the mainframe removed	Oct. 2003	G. Mercier H. Labsir	College-wide	
	1.5 Convert the remaining non-critical modules	June 2004	G. Mercier H. Labsir	College-wide	
2. Upgrade the payroll interface	2.1 Develop on-line Employment of Personnel Form	Winter 2004	G. Mercier L. Brunet	College-wide	
	2.2 Expand the employment and payroll history functions	Winter 2004	G. Mercier L. Brunet	College-wide	
	2.3 Add a salary table function	Winter 2004	G. Mercier L. Brunet	College-wide	
	2.4 Integrate Timesheets for faculty	Winter 2004	G. Mercier L. Brunet	College-wide	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
3. Upgrade the technology	3.1 Set up videoconferencing (ISE XII.5)	April 2004	J. Haffenden G. Mercier	College-wide	
4. Produce an attractive and functional Website (ISE. XII.4)	4.1 Place the SLC Prospectus in a user friendly manner on the redesigned Website	Sept. 2003	J. Robert M. Moisan	St. Lawrence	
	4.2 Give students the possibility of having access to their class schedule and exam schedule on the Website	Fall 2003	J. Robert M. Moisan	St. Lawrence	
	4.3 Revise the structure of site and support new Webmaster	August 2003	M. Moisan	St. Lawrence	
	4.4 Redesign the Centre's Website and upgrade the contents and visual presentation of programs and services	Winter 2004	L. Beaudoin	Lennoxville	
5. Offer safe and uninterrupted services for teaching and administrative activities	5.1 Upgrade infrastructure supporting labs and administration workstations	Winter 2004	M. Moisan J. Coulombe	St. Lawrence	
6. Increase the effective use of technology in classrooms	6.1 Investigate the use of electronic blackboards for faculty and students	Winter 2004	A. Singelis	St. Lambert	
	6.2 Investigate and establish a date to revise and update the College's Website front page	Fall 2003	A. Singelis	St. Lambert	

**MANAGEMENT PLAN 2003-2004**  
**INSTITUTIONAL DEVELOPMENT**

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
1. Introduce the Self-Evaluation Report as a major planning document for improvement and development	1.1 Ensure that all locations of the College are prepared for the visit of the CEEC	Fall 2003	G. R. Cutting B. Daigneault J. Trudel G. Wallace/ D. Shewan	College-wide	
	1.2 Implement year one of the Action Plan	2003-2004	DGAC	College-wide	
2. Develop a three-year Strategic Plan for Innovation and Success in the College (ISE III.7)	2.1 Draft a Plan that takes into account the ISE Report Action Plan, the Fédération Strategic Plan and the Student Success Plan	Feb. 2004	DGAC	College-wide	
	2.2 Consult on the draft Plan at all locations	March/April 2004	DGAC	College-wide	
	2.3 Present a final draft to the Board of Governors for approval	June 11, 2004	G. Cutting	College-wide	
3. Provide for the Long-term Stability of the College	3.1 Review present recruiting strategies and make appropriate adjustments when required	Nov. 1, 2003	G. R. Cutting B. Daigneault J. Trudel D. Shewan	College-wide	
	3.2 Develop a two-year recruiting plan	Fall 2003	M. Cutting	Lennoxville	
	3.3 Promote the development of projects to attract an international clientele at the locations and where possible foster cooperation in such ventures among locations	Ongoing	DGAC	College-wide	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
4. Develop, maintain and strengthen as required, effective and dynamic management approaches throughout the College	3.4 Promote the development of projects to attract First Nations clientele at the locations and where possible foster cooperation in such ventures among locations	Ongoing	DGAC	College-wide	
	3.5 Develop a strategy to raise the <i>devis pédagogique</i> at St. Lawrence and present our case at the Ministry	Dec. 2003	G. Cutting J. Trudel J. Robert	St. Lawrence	
	4.1 Provide support to the new Director of Finance	Ongoing	DGAC	College-wide	
	4.2 Provide support to the new Campus Director at St. Lambert	Ongoing	DGAC	College-wide	
	4.3 Review, revise and adopt at the Board a Code of Student Conduct for each campus	Dec. 2003	Dir. General C. Directors Directors of Student Services Directors of Cont. Ed. Secretary General	College-wide	
	4.4 Review the logistics of the Commission of Studies in order to facilitate attendance at meetings (ISE II.6)	Oct. 2003	Dir. of Studies C. Directors	College-wide	
	4.5 Identify areas where responsibilities overlap to ensure transparency, effectiveness, accountability and communication (ISE II.2 and II.3)	Jan. 2004	Extended DGAC	College-wide	
5. Develop an Institutional Linguistic Policy as required by Bill 104	5.1 Review requirements and develop a policy on the use of French as a second language in an Anglophone College	June 2004	G. Cutting J. T. Giard L. Brunet	College-wide	

## MANAGEMENT PLAN 2003-2004

Objective	Actions to be taken	Deadlines / due dates	Person(s) responsible	Location	Results
6. Ensure the participation of all locations in local regional economic development	6.1 Identify major decision-making bodies in each region (e.g. <i>Chambre de Commerce, Société de développement régionale, Maison de l'industrie, etc.</i> ) and seek memberships on appropriate bodies	Ongoing	B. Daigneault D. Shewan J. Trudel G. Mercier  Dir. General C. Directors	College-wide	
7. Review By-Laws as required	7.1 Revise By-Law 2 concerning the Commission of Studies (ISE II.5)	Dec. 2003	Dir. of Studies	College-wide	
	7.2 Review By-Law 8 and monitor its implementation so that it is fully applied (ISE V.7)	April 2004	Deans Registrars	College-wide	
	7.3 Review By-Law 3 with specific reference to the annual evaluation of the Director General and Director of Studies to determine ways to improve the process	Oct. 2003	G. Cutting L. Brunet		
8. Select a new Director of Studies	8.1 Elect the members of the Selection Committee and approve the characteristic profile and other documents		G. Cutting L. Brunet	College-wide	
	8.2 Consult the Commission of Studies on the characteristic profile		G. Cutting L. Brunet	College-wide	
	8.3 Carry out the selection activities		Selection Committee	College-wide	
	8.4 Seek advice from the Commission of Studies on proposed nominations		G. Cutting L. Brunet	College-wide	
	8.5 Board of Governors approve the nomination of the new Director of Studies		G. Cutting	College-wide	

## MANAGEMENT PLAN 2003-2004