

CHAMPLAIN REGIONAL COLLEGE
MANAGEMENT PLAN
2004-2005

Adopted by the Board of Governors – September 24, 2004

Preamble

The format used to develop the Annual Management Plan incorporates both College-wide and campus-specific priorities into one document. The document does not include regular operational activities. 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. Actions arising from the Strategic Action Plan must be considered as provisional until such time as the Action Plan is adopted by the Board of Governors. These provisional actions are indicated in italics.

Orientations

Planning for the College addresses the following major areas of activity:

- Academic Services
- Student Services
- Financial Services & Material Resources
- Human Resources & Secretariat General
- Information Systems
- Institutional Development

Legend & Abbreviations

CDs	Campus Directors
CCTA	Champlain College Teachers Association
CEEC	Commission d'évaluation de l'enseignement collégial
CIDA	Canadian International Development Agency
CPNC	Comité patronal de négociation des collègues
DGAC	Director General's Advisory Committee
DS	Director of Studies
DSSs	Directors of Student Services
ESL	English as a Second Language
ISE	Institutional Self-Evaluation Action Plan
MEQ	Ministère de l'éducation du Québec
SAP	Strategic Action Plan
STAR	Student Tracking, Assessment and Reporting system
SVI	SVI eFormation Inc.
UQAM	Université du Québec à Montréal

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Improve and promote student success within the College	1.1 Implement Year 1 of the 2004-2007 Student Success Action Plan.	College-wide	2004-2005	B. Daigneault, CDs, Deans, Cont. Ed. Dirs./Coords.
	1.2 Meet with program/department coordinators and/or assemblies to identify student success needs and develop solutions to problematic areas (ISE IV.7, V.2).	College-wide	2004-2005	Deans
	1.3 Review and revise the 2004-2007 Student Success Action Plan.	College-wide	May 2005	B. Daigneault, Deans, Cont. Ed. Dirs./Coords.
	1.4 Assess the influence of course success in contributing disciplines on subsequent retention in technical programs. (ISE V.3)	College-wide	Winter 2005	B. Daigneault, CDs, Deans, DSSs
	1.5 Identify the types of data, the tools and resources required to survey graduates to obtain their subsequent educational and employment status, and to assess their views on the extent to which the College has helped them reach their educational goals. (ISE V.4, V.5 & X.4)	College-wide	Fall 2004	B. Daigneault, CDs, Deans, DSSs, Cont. Ed. Dirs./Coords.
	1.6 Provide access to the STAR system for program and department coordinators. (ISE V.1)	College-wide	2004-2005	B. Daigneault, CDs, Deans, G. Mercier
	1.7 Provide training on the use of the STAR system to program and department coordinators.	College-wide	2004-2005	B. Daigneault, G. Mercier
	1.8 Expand the STAR system to accommodate the information needs of Continuing Education.	College-wide	Winter 2005	B. Daigneault, G. Mercier, Cont. Ed. Dirs./Coords.
	1.9 <i>Determine what kinds of information about learner characteristics need to be collected and for what purposes. (SAP3-3.2.1-23)</i>	College-wide	June 2005	B. Daigneault, Deans, Cont. Ed. Dirs./Coords.

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
2. Carry out the College's responsibilities and commitments in program management (development, revision, implementation, and evaluation)	2.1 Evaluate the following DEC programs:			
	(a) Creative Arts	Lennoxville	May 2005	M. Prpić
	(b) Science	St. Lawrence	May 2005	J.Keyes, Dean of Faculty
	(c) CALL (Creative Arts)	St. Lambert	May 2005	Deans
	2.2 Implement the following DEC program evaluation action plans:			
	(a) CALL (Languages profile)	Lennoxville	2004-2005	M. Prpić
	(b) CALL (Literature & Languages profile)	St. Lawrence	2004-2005	Dean of Faculty
	(c) Science	Lennoxville	2004-2005	M. Prpić
	(d) Science	St. Lambert	2004-2005	A. Singelis, E. Lavigne
	(e) Fine Arts	Lennoxville	2004-2005	M. Prpić
	2.3 Prepare an evaluation protocol with Limoilou for the evaluation of the Tourism program to be conducted next year	St. Lawrence	May 2005	J. Keyes, Dean of Faculty
	2.4 Revise the Special Care Counselling program as per MEQ's requirements for audiology competencies.	Lennoxville	Winter 2005	M. Prpić
	2.5 Identify new DEC programs the College would like to offer (ISE III.4)	St. Lambert	2004-2005	B. Daigneault, D. Shewan, Deans
	Lennoxville	2004-2005	B. Daigneault, M. Gudwin, M. Prpić	
2.6 Resolve the issue of the required closure of the Accounting Management (410.B0) program	St-Lambert	Fall 2004	D. Shewan, Deans, C. Boutin	

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
2. Carry out the College's responsibilities and commitments in program management (development, revision, implementation, and evaluation)	2.7 Define and implement strategies to increase enrolment in the Accounting & Management program (410.B0)	St. Lawrence	Fall 2004	J. Keyes, Dean of Faculty
	2.8 Update the following programs: (a) Publication Design and Management; (b) Tourism; (c) Computer Science; (d) International Baccalaureate Commerce; (e) Social Science (Commerce)	St-Lambert	Aug. 2004 - May 2005	Deans, D. Shewan
	2.9 Examine the viability of the Computer Information Systems program (ISE III.1, III.2, III.3)	Lennoxville	Fall 2004	M. Gudwin, M. Prpić
	2.10 <i>Define the necessary elements and characteristics of a timely and efficient system for developing and revising Regular Day and Continuing Education programs (SAP 3-3.1.5-20)</i>	College-wide	June 2005	B. Daigneault, CDs, Deans, Cont. Ed. Dirs./Coords.
	2.11 Implement E-learning where appropriate and feasible:			
	(a) Develop an agreement with CCTA to implement E-learning into class activities	St-Lambert	Dec. 2004	D. Shewan, B. O'Boyle, A. Singelis, C. Boutin
	(b) Offer one or more courses with an E-Learning component	St-Lambert	Jan. 2005	D. Shewan, A. Singelis, E. Lavigne
(c) Study the feasibility of offering Continuing Education courses by distance	St-Lambert	Dec. 2004	N. Kelly, A. Singelis, E. Lavigne	
(d) Implement E-Learning platform in partnership with SVI for the delivery of Continuing Education training (Personal Insurance Agent AEC, ESL, etc.)	St. Lawrence	Spring 2005	J. Keyes, Dean of Faculty	

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
2. Carry out the College's responsibilities and commitments in program management (development, revision, implementation, and evaluation)	2.11 Implement E-learning where appropriate and feasible: (Continued)			
	(e) Implement, if feasible, SVI E-learning platform for delivery of credited training in Morocco and Tunisia in partnership with 2S2I Inc. (Call Centre – Sales Agent, Call Center – Customer Service, Multimedia (in agreement with St-Lambert)	St. Lawrence	Spring 2005	J. Keyes, Dean of Faculty
	2.12 Evaluate the following AEC programs:			
	(a) <i>Informatique des affaires</i>	Lennoxville	Winter 2005	L. Beaudoin
	(b) Call Centre	St-Lambert	Dec. 2004	N. Kelly
	(c) Call Centre - Sales Agent (LCA.3F)	St. Lawrence	Winter 2005	J. Keyes, Dean of Faculty
	2.13 Implement, if accepted, the 1st year of the CIDA Customer Support & Service training programs in Trinidad	St-Lambert	Spring 2005	N. Kelly, D. Shewan
	2.14 Expand programs and services offered in Continuing Education, namely:			
	(a) Develop a strategy and format to offer courses to the community, based in part on models used in other colleges	St. Lawrence	All year	J. Keyes, Dean of Faculty
	(b) Consolidate the position of Continuing Education in the tourism and language skills development niches and identify new clientele (ISE X.7)	St. Lawrence	All year	J. Keyes, Dean of Faculty
(c) Expand non-credited and credited self-funded training activities	St. Lawrence	Spring 2005	J. Keyes, Dean of Faculty	
(d) Expand non-teaching self-funded services related to expertise developed in Continuing Education (ESL testing, translation, etc.)	St. Lawrence	Spring 2005	J. Keyes, Dean of Faculty	

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
2. Carry out the College's responsibilities and commitments in program management (development, revision, implementation, and evaluation)	2.14 Expand programs and services offered in Continuing Education, namely (Continued): (e) Develop at least one new AEC program	St-Lambert	2004-2005	N. Kelly
	2.15 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)	College-wide	Sept. 2004	B. Daigneault, Deans, Cont. Ed. Dirs./Coords.
	2.16 <i>Working with faculty, design pedagogical development activities that will provide them with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs. (SAP 3-3.2.5-27)</i>	3 campuses	June 2005	Deans
	2.17 <i>Identify the kinds of resources needed to provide faculty with the knowledge and skills to better match instructional and evaluation methods to learner characteristics and the learning objectives of courses/programs. (SAP 3-3.2.5-30)</i>	3 campuses	June 2005	Deans
3. Develop, revise, evaluate or improve academic management policies	3.1 Complete the revision of the Policies on the Evaluation of Student Learning (DEC programs) (ISE VI.1)	College-wide	May 2005	B. Daigneault, CDs, Deans, Registrars
	3.2 Examine the application of the DEC Policy on the Evaluation of Student Learning to Continuing Education and adjust the Policy to include Continuing Education or create a separate Policy	College-wide	May 2005	B. Daigneault, Deans, Cont. Ed. Dirs./Coords.
4. Improve the teaching and learning environment.	4.1 Revise the STAR <i>Survey of Entering Students</i> in order to better meet the information needs of the College.	College-wide	April 2005	CDs, Deans, DSSs

MANAGEMENT PLAN 2004-2005
ACADEMIC SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
4. Improve the teaching and learning environment.	4.2 Complete the development of generic tools for program evaluation (ISE VII.2)	College-wide	Winter 2005	B. Daigneault, Deans
	4.3 <i>Evaluate the extent to which the existing physical facilities either facilitate or impede teaching and learning in programs. (SAP 3-3.2.7-33)</i>	3 campuses	June 2005	CDs, Deans, J. Haffenden, Finance Managers, B&E Managers
	4.4 <i>Evaluate the extent to which existing equipment and material resources (or lack thereof) either facilitate or impede teaching and learning in programs (SAP 3-3.2.8-35)</i>	3 campuses	June 2005	CDs, Deans, J. Haffenden, Finance Managers, B&E Managers

MANAGEMENT PLAN 2004-2005
STUDENT SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Promote and enhance student success	1.1 Evaluate the current delivery of career counselling and develop a plan to respond to identified areas of deficiency (ISE. V.6)	Lennoxville	Winter 2005	M. Cutting
		St. Lawrence	Winter 2005	J. Robert
	1.2 Attempt to obtain funding to maintain Student Tutoring Project	St-Lambert	Fall 2004	R. Lanctôt
2. Review and improve channels for students to express concerns and complaints	2.1 Clarify and structure the procedures for students to express concerns and complaints	St. Lawrence	Fall 2004	J. Keyes, Dean of Faculty, J. Robert
		Lennoxville	Fall 2004	M. Cutting
	2.2 Ensure that faculty and staff are informed about all channels and procedures through which students can express concerns and complaints (ISE XII.2)	St. Lawrence	Fall 2004	Dean of Faculty, J. Robert
		Lennoxville	Fall 2004	M. Cutting
3. Investigate sources of student dissatisfaction	3.1 Identify sources of student dissatisfaction with Library and address appropriately (ISE IX.3)	St. Lawrence	May 2005	Dean of Faculty
	3.2 Administer a student satisfaction survey concerning the accessibility of computer laboratories (ISE IX.4)	St. Lawrence	May 2005	Dean of Faculty
4. Refine the new registration procedure and study the possible early registration of new students (ISE VIII.2)	4.1 Work closely with registration staff to evaluate changes introduced in registration in Fall 2004	St. Lawrence	Fall 2004	J. Robert
	4.2 Propose improvements <i>to the registration procedures</i> , if necessary	St. Lawrence	Jan. 2005	J. Robert
5. Facilitate the use of English in all activities and by all personnel and students.	5.1 Determine feasibility of offering a credit English course dealing with spoken English	St. Lawrence	Fall 2004	J. Robert, Dean of Faculty

MANAGEMENT PLAN 2004-2005
STUDENT SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
6. Introduce AAA Hockey and AAA Women's Basketball as measures to increase enrolment and offer new openings for students.	6.1 Support Year 1 of AAA Hockey and AAA women's Basketball	St. Lawrence	Fall 2004	J. Robert
	6.2 Evaluate financial and enrolment impact of AAA Hockey and AAA Women's Basketball	St. Lawrence	March 2005	J. Robert, J. Coulombe
7. Improve on-campus sport facilities for students and the community.	7.1 Examine the feasibility of a Sports Complex	St-Lambert	Fall 2004	D. Shewan, R. Lanctôt, B. Thibault, C. Boutin, J. Haffenden
	7.2 Establish and build strong relationships with the business community in order to obtain support for improvements to on-campus sport facilities for students and the community	St. Lawrence	2004-2005	J. Keyes, J. Robert
8. Facilitate inter-campus collaboration	8.1 Facilitate communication and meetings for Directors of Student Services across the three campuses (ISE II.7)	College-wide	2004-2005	DSSs

MANAGEMENT PLAN 2004-2005
FINANCIAL SERVICES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Introduce electronic commerce into the College's accounts payable system	1.1 Evaluate the benefits of paying suppliers by direct deposit and the effects and cost of such a revision to our accounting and purchasing systems	College-wide	March 2005	J. Haffenden, S Garbutt, Y. Rainville, G. Mercier
2. Increase the effectiveness and timeliness of internal financial reports.	2.1 Review the adequacy of current financial reports and revise as necessary.	Lennoxville	April 2005	M. Denis, J. Haffenden, G. Mercier
		St. Lambert	April 2005	C. Boutin, J. Haffenden, G. Mercier
		St. Lawrence	April 2005	J. Coulombe, J. Haffenden, G. Mercier
3. Provide better management in Financial Services.	3.1 Restructure the budgeting process to reflect strategic priorities.	Lennoxville	Winter 2005	M. Denis, M. Gudwin
4. Identify measures to restructure payback arrangements for Lennoxville Continuing Education building	4.1 Produce a restructuring plan	Lennoxville	May 2005	M. Gudwin, J. Haffenden, G.R. Cutting, M. Denis

MANAGEMENT PLAN 2004-2005
MATERIAL RESOURCES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Respond to recommendations made by our insurance company	1.1 Review all recommendations contained in the inspection reports and propose appropriate actions	College-wide	April 2005	J. Haffenden, J. Coulombe, F. Wilson, C. Boutin
2. Complete the administrative videoconferencing project	2.1 Using the needs assessment from each location, coordinate the purchase and installation of the equipment	College-wide	Dec. 2004	Y. Rainville, J. Haffenden, G. Mercier
3. Renew lease and service agreement with Bishop's University (2005-2010)	3.1 Prepare the inventory of requirements for the renewal of the services agreement and rental lease with Bishop's University	Lennoxville	Fall 2004	J. Haffenden, M. Gudwin, F. Wilson, M. Cutting, M. Denis
	3.2 Establish a joint committee with Bishop's University for the renewal of the services agreement and rental lease and establish critical deadlines	Lennoxville	Fall 2004	J. Haffenden, M. Gudwin, F. Wilson, M. Cutting, M. Denis
4. Revise major contracts by public tender	4.1 Tender call – Cafeteria St. Lawrence	St. Lawrence	April 2005	J. Coulombe, Y. Rainville
	4.2 Tender calls to replace exterior doors and frames on all residences	Lennoxville	Feb. 2005	F. Wilson, Y. Rainville
	4.3 Tender calls to replace kitchen equipment in residences	Lennoxville	Feb. 2005	F. Wilson, Y. Rainville
5. Revise Evacuation Plan	5.1 Ensure that evacuation plan is in conformity with local fire regulations and to the actual structure of the buildings for the purposes of insurance coverage	St. Lambert	Winter 2005	R. Lanctôt B. Thibault
6. Increase use of Library and its resources	6.1 Investigate the feasibility of creating an Information Commons in the Library	St. Lambert	Dec. 2004	B. Thibault C. Boutin K. Mosher, D. Shewan, A. Singelis

MANAGEMENT PLAN 2004-2005
MATERIAL RESOURCES

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
6. Increase use of Library and its resources	6.2 If the Information Commons is deemed feasible, complete the designs.		Feb. 2005	B. Thibault C. Boutin K. Mosher, D. Shewan, A. Singelis
7. Increase rental revenue	7.1 Implement year 1 of the UQAM contract, including renovations, acquisition of furniture, changes in classrooms, etc.	St. Lambert	2004-2005	B. Thibault, C. Boutin, C. Pincombe
	7.2 Review rental policy and procedure of campus facilities	St. Lambert	Dec. 2004	B. Thibault C. Boutin
8. Improve support technology in classrooms	8.1 Implement a second-generation Smart Classroom for the Business Administration (410.D0) program	St. Lambert	Fall 2004	Deans, B. Thibault, C. Boutin
9. Increase quality of service and revenues in Cafeteria	9.1 Complete renovations for Dagwood's and Starbucks products	St. Lambert	Aug. 2004	B. Thibault, R. Lanctôt, N. Kelly
10. Increase accessibility to and service levels in Administrative Services	10.1 Reorganize and renovate Administrative Services in order to provide better service to campus community	St. Lambert	Oct. 2004	C. Boutin, B. Thibault, C. Pincombe
11. Implement measures for renovating the science area, as foreseen in the Science Evaluation.	11.1 Finalize architectural drawings	St. Lambert	April 2005	C. Boutin, A. Singelis, E. Lavigne, B. Thibault

MANAGEMENT PLAN 2004-2005
HUMAN RESOURCES AND SECRETARIAT GENERAL

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. <i>Determine the strategic human resource needs of the College based on projected retirements and departures (SAP-5-5.1.1-44,45)</i>	1.1 <i>Review all positions, identifying which ones are likely to become vacant due to retirements or personnel movement over the next three years, and determine their strategic importance</i>	College-wide	Dec. 2004	L. Brunet, J. Haffenden, CDs, C. Boutin
	1.2 <i>Develop an action plan for filling vacancies</i>	College-wide	March 2005	L. Brunet, J. Haffenden, CDs, C. Boutin
2. <i>With the involvement of faculty, design and implement an effective and efficient faculty evaluation process so as to facilitate professional development and enhance program quality (ISE XI.2 and SAP-5-5.3.1-53,54)</i>	2.1 <i>Determine the process to be used for the development of a faculty evaluation policy</i>	College-wide	Oct. 2004	L. Brunet, B. Daigneault, CDs, E. Lavigne, C. Boutin, Cont. Ed. Dirs./Coords
	2.2 <i>Develop the faculty evaluation policy and procedures</i>	College-wide	Nov. – June 2005	L. Brunet, B. Daigneault, CDs, Deans
3. <i>Identify, adapt and implement best practices in recognizing and valuing employee contributions (ISE XI.3, SAP-5-5.5.3-68)</i>	3.1 <i>Identify best practices in the area of recognizing and valuing employee contributions, with particular attention to the best practices in higher education</i>	College-wide	Oct. 2004 - June 2005	DGAC
4. <i>Working with faculty and staff, determine the technical support staffing needs of each location and assess the extent to which those needs are being met by current technical support resources (SAP-5-5.6.1-71,72)</i>	4.1 <i>Identify the kinds of technical support assistance required in order to accomplish program and institutional objectives</i>	College-wide	April 2005	CDs, J. Haffenden, L. Brunet, Deans HR Managers
	4.2 <i>Assess the extent to which the identified kinds of technical support assistance are being met by current resources, with particular attention to the identification of ways in which existing resources may be underutilized or used inefficiently</i>	College-wide	May 2005	CDs, J. Haffenden, L. Brunet, Deans HR Managers

MANAGEMENT PLAN 2004-2005
HUMAN RESOURCES AND SECRETARIAT GENERAL

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
5. Prepare negotiations for the renewal of faculty, professional personnel and support staff collective agreements	5.1 Provide necessary information to CPNC, as required	College-wide	2004-2005	L. Brunet, J. Haffenden, CDs, HR Managers
	5.2 Disseminate information on status of negotiations to management personnel	College-wide	2004-2005	L. Brunet
6. Adopt a Harassment Policy	6.1 Complete consultations on the draft policy and revise, if required	College-wide	Sept.- Oct. 2004	L. Brunet, J. Haffenden, CDs, HR Managers
	6.2 Review the joint Bishop's/Lennoxville harassment Policy to ensure coherence with the College's criteria and policy	Lennoxville	Sept. 2004	M. Gudwin, L. Brunet, M. Cutting
7. Integrate the new management classifications	7.1 Review job descriptions for all managers and update where applicable	College-wide	December 2004	G. R. Cutting J. Haffenden L. Brunet CDs
	7.2 Analyze and classify all job descriptions for managers in accordance with the new classification plan that will come into effect on July 1, 2005	College-wide	January – April 2005	L. Brunet
	7.3 Create a Working Committee and review all managerial classifications	College-wide	May 2005	L. Brunet Member from each location Representative from ACCQ
	7.4 Inform management staff of their new classifications	College-wide	June 2005	G. R. Cutting J. Haffenden L. Brunet CDs

**MANAGEMENT PLAN 2004-2005
INFORMATION SYSTEMS**

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Upgrade the technology of administrative systems	1.1 Install the latest version of the Oracle database and operating system at all sites	College-wide	December 2004	H. Labsir
	1.2 Install the latest version of the report generator and provide export facilities to the common types of document format	College-wide	October 2004	H. Labsir, G. Mercier
	1.3 Install upgrade to new Horizon library system	St. Lambert	May 2005	K. Mosher, G. Mercier
	1.4 Examine the costs versus benefits of electronic information boards	St. Lambert	Winter 2005	Deans
	1.5 Investigate and, if feasible, implement a charge-back system for supplementary printing by students	St. Lambert	January 2005	Deans, C. Boutin, R. Lanctôt
2. Complete the upgrade of the payroll interface	2.1 Expand the employment and payroll history functions	College-wide	October 2004	G. Mercier, L. Brunet
	2.2 Develop on-line Employment of Personnel Form	College-wide	December 2004	G. Mercier, L. Brunet
	2.3 Integrate timesheets for hourly-paid faculty	College-wide	December 2004	G. Mercier, L. Brunet
	2.4 Decentralize casual payroll data entry to the department level	College-wide	October 2004	H. Labsir, G. Mercier
3. Increase the functionality of the purchasing system	3.1 Review the existing data structure and procedures, add new information fields and adjust procedures where necessary	College-wide	Fall 2004	G. Mercier, Y. Rainville
	3.2 Decentralize the entry of requisitions into the system and provide electronic approval mechanisms	College-wide	January 2005	G. Mercier, Y. Rainville, Managers of Financial Services
4. Increase the functionality of the <i>Gestion Pédagogique</i> system.	4.1 Develop an interface with the Ministry's new CONTACT system for loans and bursaries	College-wide	September 2004	G. Mercier
	4.2 Provide a module for managing clientele projections at all levels (campus, programs, departments and courses).	College-wide	January 2005	G. Mercier, Deans

MANAGEMENT PLAN 2004-2005
INFORMATION SYSTEMS

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
4. Increase the functionality of the <i>Gestion Pédagogique</i> system.	4.3 Provide a module for the preparation of hiring proposals	College-wide	March 2005	G. Mercier, Deans
	4.4 Refine the interface between <i>Gestion Pédagogique</i> and the Personnel system	College-wide	Winter 2005	G. Mercier, Deans
	4.5 Automate the admissions decision process	St. Lambert	December 2004	G. Mercier, B. O'Boyle
	4.6 Adapt the Appointments module for Summer School	St. Lambert	March 2005	G. Mercier, B. O'Boyle
	4.7 Develop and interface with the Ministry's new ARIANE system for the management of student permanent codes	College-wide	May 2005	G. Mercier
5. Extend the use of Web-based services for making information available to students, faculty and staff and for collecting information.	5.1 Prepare an inventory of the Web-based services that are currently available throughout the College, assess additional needs.	College-wide	Fall 2004	G. Mercier, Deans, C. Boutin, J. Keyes, M. Gudwin
	5.2 Design and implement a common framework, with appropriate technology, for integrating existing services and enabling development of new services	College-wide	Winter 2005	G. Mercier, Deans, C. Boutin, J. Keyes, M. Gudwin

**MANAGEMENT PLAN 2004-2005
INSTITUTIONAL DEVELOPMENT**

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
1. Respond appropriately to the report from the CEEC on our Institutional Self-Evaluation exercise	1.1 Reply to the preliminary report from the CEEC	College-wide	Sept. 24, 2004	B. Daigneault
	1.2 Make adjustments to the ISE Action Plan based on final report from CEEC	College-wide	Jan. 2005	DGAC
	1.3 Integrate ISE Action Plan into the Annual Management Plan	College-wide	Fall 2004	DGAC
2. Implement a three-year Strategic Plan for the College	2.1 Implement Year 1 of the Strategic Plan	College-wide	2004-2005	DGAC
	2.2 Carry out final consultation on the Student Success Action Plan	College-wide	Sept. 2004	DGAC
	2.3 Finalize action plans for all strategic issues approved at June Board meeting and consult at all locations	College-wide	Sept. -Nov. 2004	DGAC
	2.4 Determine the necessity and feasibility of addressing the three remaining undeveloped strategic issues within the current Strategic Plan.	College-wide	Jan. 2005	DGAC
	2.5 Make adjustments to the Strategic Plan based on the final CEEC report on the ISE.	College-wide	Jan. 2005	DGAC
3. Develop, maintain and strengthen, as required, effective and dynamic management approaches throughout the College	3.1 Review the logistics of the Commission of Studies in order to facilitate attendance at meetings (ISE II.6)	College-wide	Fall 2004	B. Daigneault, CDs
	3.2 Encourage support staff to name a representative to fill their seat at the Commission of Studies (ISE II.4)	College-wide	2004-2005	B. Daigneault, CDs
	3.3 Revise Bylaw 2 concerning the Commission of Studies in order to (a) strengthen links with local academic councils and (b) increase student participation.	College-wide	Jan. 2005	B. Daigneault, L. Brunet, Deans

MANAGEMENT PLAN 2004-2005
INSTITUTIONAL DEVELOPMENT

Objective	Actions to be taken	Location	Timelines/ Deadlines	Person(s) responsible
3. Develop, maintain and strengthen, as required, effective and dynamic management approaches throughout the College	3.4 Identify areas where responsibilities overlap to ensure transparency, effectiveness, accountability and communication (ISE II.2 and II.3)	College-wide	Fall 2004	DGAC, Deans
	3.5 Reorganize management structures and responsibilities, particularly with regards to Human Resources, Data Processing and Continuing Education	St. Lawrence	Fall 2004	J. Keyes L. Brunet, G.R. Cutting
4. Ensure that various services offered by the College support student learning	4.1 Evaluate pedagogical support services	Lennoxville	Aug 2004 – March 2005	M. Gudwin, M. Cutting, M. Prpić
	4.2 Develop an action plan	Lennoxville	April – May 2005	M. Gudwin, M. Cutting, M. Prpić