

2015 QUALITY AND PRODUCTIVITY AWARDS

CAUBO
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Q & P

Prix de Awards

2015 PRIX DE LA QUALITÉ ET DE LA PRODUCTIVITÉ

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2015 QUALITY AND PRODUCTIVITY AWARDS

Since 1987, the Canadian Association of University Business Officers (CAUBO) has celebrated the administrative achievements of our members through the Quality & Productivity (Q&P) Awards Program. The simple concept of sharing *good ideas* has grown into an established best practices program that celebrates the successes of our members and provides a venue for spreading the word.

CAUBO promotes the professional and effective delivery of services and administration of resources in all facets of higher education. This annual awards program is designed to recognize, reward and share achievements of administrators in the introduction of new services, improvement in the quality of services provided, and the management of human, financial, and physical resources.

2015 PRIX DE LA QUALITÉ ET DE LA PRODUCTIVITÉ

Depuis 1987, L'Association canadienne du personnel administratif universitaire (ACPAU) souligne les bons coups de ses membres par l'entremise du programme des prix de la qualité et de la productivité. Le concept de départ, qui consistait à communiquer de bonnes idées, a germé; aujourd'hui, il s'agit d'un programme bien établi qui réunit des pratiques exemplaires, met en valeur les réussites de nos membres et constitue un moyen de diffuser ce savoir.

L'ACPAU s'occupe de promouvoir la prestation professionnelle de services et l'administration efficace de ressources dans toutes les facettes de l'enseignement supérieur. Le programme des prix de la qualité et de la productivité vise à récompenser et à faire connaître chaque année les réalisations des administrateurs universitaires, que ce soit pour l'introduction de nouveaux services, l'amélioration de la qualité des services fournis, ou encore la gestion des ressources humaines, financières ou physiques.





CRITERIA

The Q&P awards are split into two categories: Open and Themed. The 2015 theme is **Achieving and Demonstrating Operational Efficiency**. The Open category considers submissions that fall under any other topic.

Three national prizes are awarded in each category, and each carries a cash award – \$2500 for first prize, \$1500 for second prize, and \$1000 for third prize. There are also opportunities for Honourable Mentions.

The Selection Committee reserves the right not to give an award if not warranted in its judgment.

Initiatives may be resubmitted by an institution provided they contain additional qualitative and quantitative results.

Four categories are used to evaluate submissions for the Quality and Productivity Awards, leading to a maximum score of 100 points. The scoring factors and point values for each category are as follows:

1. **20% Transferability**
2. **30% Innovation**
3. **25% Quality impact**
4. **25% Productivity impact**

CRITÈRES

Les prix de la qualité et de la productivité sont décernés dans deux catégories : générale et thématique. Le thème de 2015 est : **Atteinte fonctionnelle de l'efficacité opérationnelle**. Tous les dossiers ne correspondant pas au thème tombent dans la catégorie générale.

Trois prix nationaux sont décernés dans chaque catégorie, et tous sont accompagnés d'une bourse : 2 500 \$ pour le premier prix, 1 500 \$ pour le deuxième prix et 1 000 \$ pour le troisième prix. Des mentions honorables peuvent aussi être décernées, mais aucune bourse ne sera offerte pour celles-ci.

Le comité de sélection peut décider de ne pas attribuer un prix s'il considère qu'aucune candidature ne le mérite.

Un établissement peut présenter de nouveau une initiative d'une année antérieure à condition de lui avoir apporté des améliorations qualitatives et quantitatives.

Les dossiers sont évalués selon quatre critères. La note globale maximale est de 100 points. Les quatre critères d'évaluation et leur pondération sont les suivants :

1. **20 % Transférabilité**
2. **30 % Innovation**
3. **25 % Impact sur la qualité**
4. **25 % Impact sur la productivité**



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FIRST PRIZE, THEMED CATEGORY

York University



(L-R) Alice Pitt, Mira Miller, Iris An, Josephine Tang, Thien Ha, Sarah Cantrell. (Missing) David Smith

Integrated Academic Program Information: Informing Decisions Through Integrated Systems Data Intelligence

When York University embarked on an institution-wide academic and administrative program review, a key requirement was the development of comprehensive data sets for academic programs. The Office of Institutional Planning and Analysis (OIPA) designed and developed an Integrated Academic Program Information database that pulls together admissions, curriculum, enrolment, scholarship and degree information to provide accurate, accessible, multi-year information about academic programs in a one-page format. Previously, obtaining the same information might require searching 30 or more pages from various systems and sources.

Originally, the integrated data was intended for the institutional program review process; however, it was quickly adapted to support the academic Cyclical Program Reviews. The information provides senior academic administrators with snapshots of

program performance and trends over time and identifies issues that leadership can explore.

The new integrated database can now be updated annually and information made available to all academic programs, not just those being reviewed in a given year, in less than two days by one staff member. York has taken steps to ensure transferability of this project, including developing documentation for the reporting process, providing orientation to academic leaders, creating updated data definitions, and providing timely and knowledgeable responses to enquiries about the system.

For further information on this project, please contact:

Iris An, Senior Financial Analyst,
Office of Institutional Planning & Analysis, York University
416-736-2100 ext. 44404 | irisan@yorku.ca



SECOND PRIZE, THEMED CATEGORY

Western University Canada



(L-R) Elizabeth Krische, Lynn Logan, Melinda Rigole, Peter Jeffs, Jim Heaton. (Missing) Helga Alcorn, Paula Granger

Best Value Business Model and Centre of Knowledge Implementation

With support from the Ontario Ministry of Training, Colleges and Universities' Productivity and Innovation Fund, Western University Canada created a Centre of Knowledge for the Best Value Business Model (BVBM), an innovative procurement and project management approach that supports the selection of expert vendors. These experts identify risks to the project both within and outside of their controls; propose mitigation plans for those risks; and identify value adds they can bring to the project.

BVBM is highly adaptable and can be applied to almost any procurement project or need. Western led the transfer of BVBM knowledge from researchers at Arizona State University to procurement teams at Ontario institutions, and has coordinated meetings to network and provide support across Canada to institutions using BVBM, including a three-day conference in September 2014.

A joint Facilities and Procurement session featuring BVBM took place during the 2015 CAUBO pre-conference seminars.

Western has seen tremendous results by using the BVBM. Between January and October of 2014, Western completed five procurement projects with a total value of \$30M; anticipated savings are \$2.4M or 8%; and surveys of project participants reported greater satisfaction than with traditional procurement practices. Five projects are currently in progress with similar results anticipated.

For further information on this project, please contact:

Elizabeth Krische, Director,
Procurement Services, Western University Canada
519-661-2111 x 84576 | ekrische@uwo.ca

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THIRD PRIZE, THEMED CATEGORY

St. Jerome's University



ST. JEROME'S
UNIVERSITY *Since 1863*



(L-R) Ashish Bhagat, Darren Becks, Dr. Katherine Bergman, Meda Costea, Dr. Scott Kline, Glen Lombard, Justin Black.

SJU Campus Renewal 2015 using Integrated Project Delivery

St. Jerome's University (SJU) is in the midst of a \$47M project to construct a new residence and academic centre. The project employs Integrated Project Delivery (IPD), a model that defines a partnership between owner, contractor and architect, where design and constructability are collaboratively managed. IPD requires contractors, architects, and trade partners to place their profit at risk to drive project outcomes, and draws on participants' collective experience, knowledge and capacity to find the most innovative and constructive way to deliver the project.

As of January 1, 2015 design is 95% complete, construction is 25% complete, and the project is 90% tendered. Results so far are impressive: the budget is 20% less than P3 model projections, the schedule has been reduced by 3 months, and

there have been no change orders. The design process yielded nearly \$2M in value-added improvements or innovations, and the final build will increase the life cycles of buildings and equipment.

The SJU project is only the second full IPD initiative in Canada, and the first for a post-secondary institution. As such, SJU has been sought out by other universities, colleges, municipalities and others to provide insight and advice on adopting IPD, and is happy to share its knowledge and experience.

For further information on this project, please contact:

Darren Becks, Vice President Administration,
St. Jerome's University
519-884-8110 x28251 | dbeck@uwaterloo.ca



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FIRST PRIZE, OPEN CATEGORY

The University of British Columbia



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA



(L-R) Chris Sulymka, Natasha Moore, Kelly White, Patty Hambler, Miranda Massie, Suzanne Jolly, Colin Hearne. (Missing) Veronica Marchuk



(L-R) Dan Odenbach, Deb Deorksen, Jason McLeod, Tracey Hawthorn, Sarah Campbell, Pauline Brandes.

Thrive: Building Positive Mental Health for All at UBC

In 2009, UBC initiated Thrive, a week of activities promoting health for students, staff and faculty. Thrive evolved to focus specifically on mental health in 2011 and since then, it has grown into a year-long support system which focuses on promoting positive mental health.

Thrive seeks to increase mental well-being through dialogue, resiliency, awareness, healthy choices, and social support, while reducing stigma and normalizing mental health challenges. Thrive week includes sports and wellness activities, nutrition and cooking demos, and workshops on topics such as mindfulness, dealing with anxiety, and building respectful workplaces.

75% of UBC staff and faculty who participated in Thrive activities in 2014 reported an improved understanding of mental health while 94% felt that it helps to promote a more

positive campus environment. Additional positive changes are being seen in high numbers (63%) of staff and faculty who are aware of how and where to access mental health and well-being resources when needed.

Thrive continues to grow, from 1,500 participants in 2011 to more than 10,000 in 2014. UBC continues to offer support and encouragement for Thrive to other Canadian universities and colleges through webinars, meetings and a community of practice. To date, 10 other universities have participated in or are planning to adopt Thrive on their campuses.

For further information on this project, please contact:

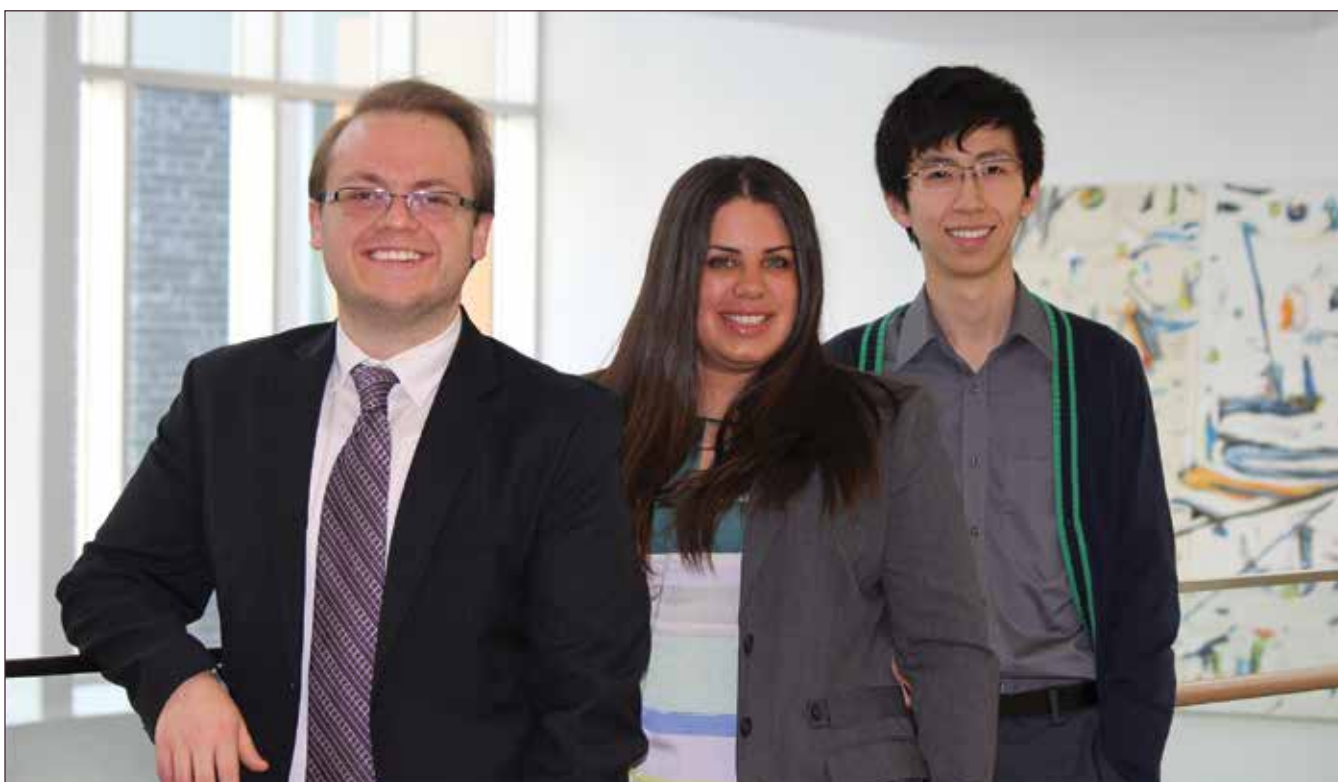
Tracey Hawthorn, WRAP Coordinator,
The University of British Columbia
250-807-8183 | tracey.hawthorn@ubc.ca





SECOND PRIZE, OPEN CATEGORY

Western University Canada



(L-R) Andrew Quenneville, Angela Treglia, Jerry Shum. (Missing) Tammy Zhang

Rez Powers Down

Rez Powers Down challenges students living in residence at Western to reduce their energy consumption over a two-week period. Before the challenge, information booths in the residence dining halls promote the program and educate students on the most effective ways to conserve energy, such as using stairs instead of elevators, taking colder, shorter showers, unplugging unused electronics, and shutting off lights when leaving a room.

The winning residence building receives 25% of the total monetary savings from the campus residences' utility bill; an additional 25% is donated to a global sustainability initiative. Residents of the winning building decide collectively how to spend their money towards a building improvement.

Organizers use Western's *Energy Dashboard*, which tracks

the energy use of all campus buildings in real time, to track savings. After five *Rez Powers Down* challenges, the total amount of energy saved totals 182,377 kWh, translating to over \$20,000 in energy savings to the University. The amount of energy saved after each campaign and the number of students engaged in the challenge both continue to grow.

Western has developed a Sustainability Education Toolkit for student leaders, a poster campaign, and a sustainability awareness video, all available for other institutions to use.

For further information on this project, please contact:

Angela Treglia, Residence Programming Coordinator,
Western University Canada

519-661-3719 | atreglia@housing.uwo.ca

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THIRD PRIZE, OPEN CATEGORY

Université de Montréal



(L-R) Diane Bourgoïn, Sophie Beaubien, Marc St-Pierre, Adil Ratli, Michel Dolan, Sylvain Tremblay, Mireille Ostiguy.

Creation of PRODIGE Project Management Software

Université de Montréal (UdeM) developed and designed its new PRODIGE project management computer system in-house, which will allow it to align ongoing development with evolving management practices and any constraints arising from within the university. PRODIGE was implemented in March 2014 and is now used by all employees involved in project management. The system has optimized campus property management activities, particularly in the areas of project planning, contract management, funding, document archiving and budget review, among others.

PRODIGE has made it possible to eliminate double entries and other parallel systems, to centralize information and automate manual tasks by linking directly to UdeM's central finance system. Automatic emailing of tasks to the next player in a

workflow process helps eliminate delays or forgotten tasks and generates reminders when needed. UdeM estimates that the PRODIGE system has saved them nearly 1,000 hours of administrative support time in the first year of use, a reduction of 22%.

Although PRODIGE was developed to support processes in place at UdeM, it would be possible to adapt the software to other institutions with similar project management activities. The chosen computer platform is very common and used by modern developers.

For further information on this project, please contact:

Michel Dolan, Director,
Administrative Services, Université de Montréal
514-343-6997 | michel.dolan@umontreal.ca



HONORABLE MENTION

McGill University



McGill



(L-R) Anna Gentile, Petrouchka Levesque, Todd Hanrahan, Graham Currie, Liette Daoust, Francois Pouliot, Robert Stanley, Kathy Zendeabad.

McGill Satellite Procurement Operations – A Customer-Centric Approach

In 2009 McGill implemented its Satellite Procurement Operations model, which places dedicated procurement professionals (known as Satellite Buyers) within university faculties and units that undertake major volumes of mission-critical and high-risk procurement activities. Its goal is to improve customer service and strengthen the impartiality of the procurement process, while optimizing resources by strategically locating them at the operational level. Satellite Buyers interact directly with management and administration, which helps them to better understand opportunities and constraints with regard to sourcing practices. The faculty or unit profits from access to dedicated procurement expertise adapted to the complexity of their operation, while procurement's relationship with suppliers can be managed more effectively as the Satellite Buyer gains insight into the intricacies of the unit's operation and supplier base.

The response to this model has been very positive: communications between finance, procurement and other departments has improved, and significant cost savings have been realized. This model can be implemented by any institution. McGill has created, and is happy to share, a sample job description for the Satellite Buyer as well as a Service Level Agreement template and funding strategies that can be applied to this model.

For further information on this project, please contact:

Kathy Zendeabad, Associate Director,
Procurement Services, McGill University
514-398-4608 | kathy.zendeabad@mcgill.ca

HONORABLE MENTION

Mount Allison University

MountAllison
UNIVERSITY



(Front L-R) Robin Hamilton, Peter Crawshaw, Mark Standing, Kyle Johnson, Michael Beal. (Back L-R) Helmut Becker, Isobel Snowdon, Anna Neagu, Phil Handrahan, Stacey Hicks.

A win-win project for the Town of Sackville and Mount Allison University

Mount Allison University is Sackville, New Brunswick's main employer. As a small town with approximately 5000 inhabitants, Sackville's IT needs were not being met efficiently or cost-effectively by hiring consultants who had to travel to the town to complete routine work. The town approached the university with the idea of a cooperative, mutually beneficial agreement. A one-year contract was negotiated wherein the university would hire one additional staff member in its IT department whose salary would be paid by the town. In turn, Sackville would receive 0.5 FTE of IT services drawn from all areas of expertise as various projects required. The University's projects would benefit from the other 0.5 FTE at no additional cost.

The results speak for themselves. Projects for the town were implemented at a cost savings of approximately 50%, while the university benefited from an additional 920 hours of staff time to complete university projects (a 2.5% improvement in productivity). A new open-ended contract has been signed to continue the arrangement. This idea can be easily implemented at any other institution, with no specialized systems or applications necessary in order to make it happen.

For further information on this project, please contact:

Helmut Becker, Director,
Computing Services, Mount Allison University
506-363-2470 | Hbecker@mta.ca

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HONORABLE MENTION

HEC Montréal

HEC MONTRÉAL



(L-R) Bernard Bizimana, Maureen Clapperton, Isabelle Dallaire.

Optimization of the document acquisition process

As part of its 2013-2016 strategic plan, the HEC Montréal library reviewed its business practices, seeking quick and tangible results. They began by optimizing their document acquisition process because this process accounted for more than 50% of the library's budget (the Quebec average is 37%). Offering its clientele relevant and current resources and documentary services is key to the library's mission.

The library used the Lean Six Sigma method to eliminate tasks that offered no added value, are wasteful and/or underuse human potential. Applying this method, the library increased productivity by more than 30% and reduced the number of staff assigned to document acquisition from nine to six, mainly by eliminating its costly and time-consuming Inter-Library Loans system and instead simply purchasing those documents. These savings will allow the library to carry out other mission-critical projects and to maintain and improve its service offerings at lower cost.

This positive experience has convinced library administration to establish a process-oriented management culture that will allow it to remain the largest bilingual business library in North America.

HEC presented this project to library science professionals at the *Conference of the Library and Information Community of Québec* in December 2014 and is planning other presentations nationally and internationally.

For further information on this project, please contact:

Maureen Clapperton, Director,
Bibliothèque Myriam et J.-Robert Ouimet, HEC Montréal
514-340-6689 | maureen.clapperton@hec.ca

Learn more online



Great ideas at your fingertips...

The Q&P program has grown over the years to become a very important source of best practices among Canadian higher education administrators. All Q&P submissions from 2004 onwards can be accessed via a searchable database on our website. You can now search great ideas for innovative practices that can be applied to your institution today. Simply visit our website at **www.caubo.ca** and click Quality & Productivity database.



LIST OF SUBMISSIONS / LISTE DES SOUMISSIONS

Institution Établissement	Title of Proposal Titre de la proposition	Contact Person Personne Ressource	Telephone/Email Téléphone/Courriel
The University of British Columbia	Thrive Building Positive Mental Health for all at UBC	Tracey Hawthorn	250-807-8183 tracey.hawthorn@ubc.ca
Carleton University	A Realistic and Attainable Approach to Energy Efficiency and Capital Renewal at Carleton University	Darryl Boyce	613-520-4475 darryl.boyce@carleton.ca
HEC Montréal	Optimisation du processus « Acquérir la documentation »	Maureen Clapperton	514-340-6689 maureen.clapperton@hec.ca
McGill University	"McGill Satellite Procurement Operations" – A Customer Centric Approach	Kathly Zendeabad	514-398-4608 kathly.zendeabad@mcgill.ca
Memorial University of Newfoundland	Memorial's New Employee Orientation Program	Heather Stamp Nunes	709-864-8364 hstampnunes@mun.ca
Université de Montréal	Création du logiciel de gestion de projets « Prodige »	Michel Dolan	514-343-6997 michel.dolan@umontreal.ca
Université de Montréal / École Polytechnique de Montréal / HEC Montréal	Virage Bleu and Healthy Beverage Choices on Campus: a Comprehensive and Unifying Project	Louise Béliveau	514-343-6798 louise.beliveau@umontreal.ca
Mount Allison University	A win-win project for the Town of Sackville and Mount Allison University	Helmut Becker	506-363-2470 hbecker@mta.ca
Mount Allison University	Why carry two Cell phones?	Helmut Becker	506-363-2470 hbecker@mta.ca
Mount Saint Vincent University	Generating a culture of safety within the student body, staff, and faculty at Mount Saint Vincent University	Ian Pottie	902-457-6774 ian.pottie@msvu.ca
Université du Québec à Montréal	« 40 000 usagers, une expérience unique. »	Mario Dufour	514-987-3000 x7605 dufour.mario@uqam.ca
Université du Québec en Outaouais / Université du Québec en Abitibi-Témiscamingue / Université du Québec à Rimouski	Mise en œuvre d'une entente de partenariat entre l'Université du Québec en Outaouais (UQO), l'Université du Québec en Abitibi-Témiscamingue (UQAT) et l'Université du Québec à Rimouski (UQAR) pour la maintenance, l'évolution et le développement de systèmes	Daniel Marengère	819-595-3900 x1650 daniel.marengere@uqo.ca
Queen's University	Establishing Enterprise Project Governance at Queen's through a Project Portfolio Office	Jim Carse	613-583-2044 jim.carse@queensu.ca
Ryerson University	Employee Recognition and Awards Streamlining, using Online Nomination Platform	Monika Dacosta	416-979-5000 x7975 mdacosta@ryerson.ca
St. Francis Xavier University	Winning Strategies For Managing Medical Leaves – A plan sponsor's approach to absenteeism and managing medical absences	Janet Beaton	902-867-5038 jrbeaton@stfx.ca

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Institution Établissement	Title of Proposal Titre de la proposition	Contact Person Personne Ressource	Telephone/Email Téléphone/Courriel
St. Jerome's University	SJU Campus Renewal 2015 using Integrated Project Delivery (IPD)	Darren Becks	519-884-8110 x28251 dbeck@uwaterloo.ca
University of Victoria	The UVic Campus Bike Centre	Neil Connelly	250-472-5433 nconn@uvic.ca
Western University Canada	Best Value Business Model and Centre of Knowledge Implementation	Elizabeth Krische	519-661-2111 x 84576 ekrische@uwo.ca
Western University Canada	Rez Powers Down: An Energy Conservation Program	Angela Treglia	519-661-3719 atreglia@housing.uwo.ca
York University	Integrated Academic Program Information: Informing Decisions through Integrated Systems Data Intelligence	Iris An	416-736-2100 x44404 irisan@yorku.ca

Q&P projects can become something more...

Les projets récipiendaires de Prix de la qualité et de la productivité se transforment parfois en...

An article for University Manager...

- Université Sainte-Anne energy project successfully combines three technologies (Spring 2012)

A conference or pre-conference presentation...

- Training for Success: Ryerson's Financial Services Certificate Program (2015 Finance pre-conference seminar)
- Creating Healthy Campuses (2015 Human Resources pre-conference seminar)
- Evaluating Proposals in a Digital Environment (2014 Procurement pre-conference seminar)
- Transition to a New Budget Model: The University of Toronto Experience After Five Years (2012 conference session)

A webinar...

- Implementing an Integrated Travel and Expenses System and Lessons Learned (April 2014)

What will your Q&P project submission become?

Article dans Gestion universitaire...

- Un projet de gestion énergétique de l'Université Sainte-Anne fonctionne à merveille grâce à la combinaison de trois technologies (printemps 2012 – en anglais seulement)

Communication dans le cadre du congrès ou d'un séminaire précongrès...

- Une formation bénéfique : le programme de certificat en services financiers de la Ryerson University (séminaire précongrès 2015 en finances)
- Créer des campus en santé (séminaire précongrès 2015 en ressources humaines)
- L'évaluation des propositions à l'ère du numérique (séminaire précongrès 2014 en approvisionnement)
- Cinq ans après : l'expérience de transition vers un nouveau modèle budgétaire de la University of Toronto (séance du congrès 2012)

Webinaire...

- Système intégré de suivi des déplacements et des dépenses : mise en œuvre et leçons apprises (avril 2014)

Que deviendra le projet que vous soumettrez au jury des Prix de la qualité et de la productivité?





SELECTION COMMITTEE/COMITÉ DE SELECTION

ONTARIO:

Lucie Mercier-Gauthier (Chair/présidente)
Associate Vice-President, Student Services/
vice-rectrice associée, Services aux étudiants
University of Ottawa/Université d'Ottawa

EAST/EST:

Gary Bradshaw
Associate Vice President, Administration & Finance/
vice-recteur associé, administration et finance
Memorial University of Newfoundland, Grenfell Campus

QUEBEC:

Josée Germain
Vice-Rector, Administration and Finance/
vice-rectrice à l'administration et aux finances
Université Laval

WEST:

David Button
Vice-President (Administration)/
vice-recteur (administration)
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Executive Director/
directrice générale



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**It's not too early to start thinking
about your submission for 2016!**

**Il n'est pas trop tôt pour commencer à
penser à votre dossier de candidature
pour 2016!**

For a complete description of the criteria and application process, and for details regarding previous submissions and winners, visit our website at www.caubo.ca or contact Alison Larabie Chase at alarabiechase@caubo.ca.

Pour obtenir une description complète des critères et du processus de mise en candidature, ainsi que de l'information sur les candidats et lauréats des années passées, consultez notre site Web à www.acpau.ca ou communiquez avec Alison Larabie Chase, à l'adresse alarabiechase@acpau.ca.