



2018-2019

**ANNUAL MANAGEMENT PLAN**

**Approved by the Board of Governors**

**September 26, 2018**

**Perspective**

The 2018-2019 academic year marks the 50<sup>th</sup> anniversary of Dawson College. Established in 1968 as a public institution within the newly created CEGEP system, Dawson was the first college to deliver education in English in Quebec. Dawson College welcomed its first cohort of students – about 1200 – in the fall of 1969. Since those modest beginnings, the College has grown significantly, gaining a hard-earned reputation for excellence and innovation.

In its early days, Dawson College embraced an educational philosophy geared toward the development of the whole person, favouring a holistic and humanistic approach to education. This initial mission has survived over the years and one can say that being a student-centred educational institution providing innovative learning activities remains an essential part of Dawson’s DNA.

This mission expressed itself in different ways over the past half-century. Today, it is embodied in the ***Graduate Profile*** outcomes, which represent the very nature of what student success means for our community of educators and students.

The formulation of the 2016-2021 Strategic Plan gave our community the opportunity to reiterate its commitment to this notion of student success. The set of strategies identified as key actions for the attainment of the strategic goals stands as the framework for our current institutional development.

A strategic plan is a living document that must evolve considering the changing needs of society. Looking at the world surrounding us, there are several challenges at stake. Social and economic changes are profoundly reshaping the way we behave both individually and collectively. Environmental threats, technological breakthroughs such as the digital revolution and the rapid spread of Artificial Intelligence, increased migration of people, challenges to democratic institutions are, among others, phenomena largely affecting our society and radically transforming our relationships to the world, to work structure and to ourselves.

These trends are indelibly marking the college community and the world we live in. As educators, our prime responsibility is to understand these changes and provide learning opportunities that will best prepare students to meet the daunting challenges they will face as they make their way in life.

The 2018-2019 academic year represents a pivotal moment for the College to reflect on its institutional legacy and to set the stage for its next phase of development. Societies are currently experiencing major, rapid transformations, developments that are so significant that they could be seen as shift in our civilization. Educational institutions must acknowledge this process and be proactive in transforming themselves to ensure that students, youths and adults, acquire the competencies they need to act as agents of change and behave as responsible, open-minded and conscientious citizens of the 21<sup>st</sup> century.

The 2018-2019 Annual Management Plan of the College is rooted in this perspective. The actions listed as key priorities are there to prepare the various sectors to address the upcoming challenges with the utmost effectiveness.

### **Strategies for 18-19**

The implementation of the College's Strategic Plan is now entering its third year. To ensure its responsiveness in meeting developing needs, both internally and externally, a new environmental scan will be conducted in order to adjust the strategic actions and to adapt them to the current context.

With the purpose of anticipating the needs of society and presenting our Dawson students with relevant educational offerings, we will re-examine ours strategic plan and:

**1. Submit to the Board of Governors by November 2018 an amended Strategic Plan that will redefine the focus of some of the strategies.**

**Lead:** Director General, with the collaboration of the Coordinator of the Quality Assurance and Planning Office.

With respect to the academic sector, following both the assessment of the mandate and organizational structure of the Office of Academic Development, and consultations with faculty members, the need for an integrated approach to evidence-based pedagogical development has emerged.

Therefore, in keeping with our academic mission, we will:

**2. Create an integrated model for a teaching and learning centre that will promote and disseminate innovative and effective teaching methodologies within a student-centred learning environment.**

**Lead:** Academic Dean, with the collaboration of the Dean of Academic Development.

The creation of such a centre will be undertaken with the aim of fostering intentional and coordinated approaches and initiatives that will promote high-impact educational practices associated with the development of the ***Graduate Profile*** outcomes.

In the same vein and with a similar purpose, the academic administration will be seeking to share information and help connect people working in different sectors and services. Therefore, the following action will be undertaken in 18-19:

**3. Publish an on-line newsletter that celebrates accomplishments and addresses issues relevant to the academic sector.**

**Lead:** Academic Dean, in collaboration with all the Deans and the Coordinator of Communications.

Over the years, the enrichment of the student experience at Dawson has translated into various initiatives and undertakings. Prominent among them is the offering of distinctive educational pathways – profiles, areas of study and certificates – that are designed to meet student expectations for value-added programs. Currently, Dawson has three thematic areas of study, or certificates, which, by drawing upon specific curricular and co-curricular activities, are recognized as helping to foster ***Graduate Profile*** outcomes. For 2018-2019, we will:

**4. Elaborate a framework for the development and implementation of new areas of study that foster high impact practices.**

**Lead:** Dean of Creative and Applied Arts, in collaboration with the Dean of Academic Development and the Dean of Academic Systems.

The need for life-long learning opportunities call for strong and proactive Continuing Education and Community Services (CECS). Last year, the sector was thoroughly analysed and a development plan was created. Flowing from that exercise, the management structure was re-organized and the pool of resources was strengthened through the addition of employees in key areas of activities. In 2018-2019, we will:

**5. Communicate and implement the development plan and review the procedures and processes for the delivery of activities.**

**Lead:** Dean of CECS, in collaboration with the Coordinator of CECS and the Academic Administration.

Similarly, in 2017-2018, Dawson went through a major managerial change when a distinct Human Resources service was established. Any successful organization must rely on a strong department dedicated to the development of the organization's most precious asset, its human resources. To successfully achieve this shift in the HR department, changes initiated last year will be consolidated in the coming year.

Restructuring is an unsettling process for employees. We must make sure that they are equipped to be successful in their new situations. Staff will need to be supported for new or changed positions. Roles, responsibilities and accountability must also be clear across the department.

Therefore, in 2018-2019 we will:

**6. Complete the restructuring of the Human Resources Department while ensuring the appropriate development of employees.**

**Lead:** Director of Human Resources, with the collaboration of the Director General.

As part of ongoing improvements to HR processes, recruitment policies and practices will be reviewed and revised so that the College is able to better attract and retain an innovative and diverse workforce. Providing the community with orientation and integration are other key actions that are fundamental to the retention of committed and engaged employees. Consequently, we will:

**7. Develop and implement enhanced processes related to the recruitment, integration and professional development of College employees.**

**Lead:** Director of HR and Coordinators.

The 2018-2019 academic year at Dawson will be a challenging one with respect to Student Services. The appointment of a new director has prepared the ground for an analysis of the resources and services provided to students. This review will lead to the elaboration of a development plan for the sector. Consequently, in 2018-2019 we will:

**8. Conduct a review of resources and services delivered to our student population and establish a comprehensive plan of action for the coming years.**

**Lead:** Director of Student Services, with the collaboration of the Director General.

With respect to Dawson's space deficit, about which discussions have been held at different ministerial levels during the last few years, 2018-2019 will represent a crucial year for the College. Flowing from the project's recent approval by the Quebec Government, we will undertake a feasibility study to validate and confirm the College's first option. Because of its magnitude – a major project -- this phase will be conducted with the Société Québécoise des Infrastructures (SQI). This multilayer process will require the participation of the senior administration of the College and will be highly demanding. Therefore, we will:

**9. Complete the Feasibility Study and move forward to the creation of the Business Plan.**

**Lead:** Director of Plant and Facilities, in conjunction with the Director General, the Director of Finance, the Academic Dean and the Director of Corporate Affairs.

In anticipation of the acquisition of these new facilities, which will house the health and social services programs, discussions, experimentation and planning are required to ensure that the facilities are optimized to support learning between different professions and that the programs themselves can make the best use of the new space. Consequently, the following action will take place:

**10. Support the development of an inter-professional education (IPE) approach for programs in the health and social services sectors.**

**Lead:** Dean of SMSE, with the collaboration of the Academic Dean and the Dean of Social Science and Business Technologies.

A well-maintained college provides a safe and attractive learning environment for students. In 2017-2018, a process to develop a plan for redesigning Dawson's general classrooms was initiated and students and faculty members were surveyed to identify their needs and concerns. This information allowed a committee to both create a standard classroom design and determine a priority list for renovations.

In addition, the beautification of the College has become a priority. The creation of common space that offers more than physical improvement to the college's buildings and grounds will make the College a more enjoyable place and be consistent with one of our core values, well-being for all. Thus, in 2018-2019, we will:

**11. Elaborate an integrated plan that will take into account both the redesign of classrooms and student spaces and the deployment of projects to beautify common areas.**

**Lead:** Director of Plant & Facilities, in conjunction with the Academic Dean, the Director of IST, the Director of Finance and the Dean of Creative and Applied Arts.

Another important challenge lying ahead involves the enhancement of the College's ability to respond to the Digital Revolution (or Industry 4.0). The Ministry has recently provided specific funds in both the capital and operating budgets to implement the Action Plan on Digital Technology in Higher Education (PAN – Plan d'Action Numérique). It is important for the College to engage fully in this plan.

The impact of such a plan is wide-ranging. Not only will we need to assess how the new funds will best serve the needs of the Dawson community but also how current funds should be allocated. Thus, we will:

**12. Develop a plan for acquisition of equipment and implementation of activities that are aligned with the PAN.**

**Lead:** Director of IST, in collaboration with the Academic Dean, the Director of Finance, the Director of Human Resources and other stakeholders.

**Conclusion**

As mentioned at the beginning of this document, Dawson College will be celebrating an important milestone in 2018-2019, marking its 50<sup>th</sup> year of providing education to Quebec society.

This anniversary represents a unique opportunity to look back on our accomplishments and to imagine what our institution will become in the future. The celebrations scattered through the coming year will help to cultivate relationships with students, employees, alumni, retirees, corporate partners and friends of Dawson, in line with Goal 8 of the Strategic Plan 2016-2021. But this year of celebration is also a time for Dawson to project itself into the future and lay the foundations for another segment of Dawson's journey in education.

This 2018-2019 Annual Management Plan is grounded in this perspective, aiming to set the compass for another exciting phase of the College's development.

Respectfully submitted, upon recommendation of the Executive Committee,

Richard Fillion  
Director General  
18/09/13