

ANNUAL MANAGEMENT PLAN 2022-2023
Adopted by the Board of Governors – September 14, 2022

The looming prospect of the provisions in Bill 96 and their effect on academic success and staffing levels, particularly among faculty, the abrupt cancellation of the College's infrastructure project, and the continued management of risks associated with the pandemic created an atmosphere of uncertainty and apprehension. The 2022-23 academic year, will mainly focus on the challenges and demands that have arisen from these decisions.

IMPLEMENTATION OF BILL 96

Bill 96, *Loi sur la langue officielle et commune du Québec, le français*, is in effect since June 1, 2022 with some provisions taking effect in Fall 2023 and others in Fall 2024. The efforts of the Director General will remain focussed on student success within the context of the demands of the provisions in Bill 96.

In collaboration with the Academic Dean, the Director General will actively participate in discussions with the Ministry of Higher Education to ensure that the decisions made around the implementation of Bill 96 are student-centered with a view of minimizing the impact on staffing.

To meet the requirements of the new legislation, the College will review its policies and the associated processes, undertake an assessment by program and department, and analyze the impacts of the new law on various structures and processes.

In collaboration with the Dean of Academic Systems, the Dean of Academic Development, the Sector Deans, the Director of Finance, the Director of HR, the Academic Dean will oversee the academic division's analysis, planning and preparations for the coming into effect of Bill 96.

In collaboration with the Academic Dean and the directors, and in consultation with the community, the Director General will oversee the development of a linguistic policy.

The Director General, in collaboration with the Academic Dean and the Dean of Academic Systems, will oversee the revision of the Admissions Policy.

The Director of Human resources and the Director of Corporate Affairs, in collaboration with all directorships, will oversee the College's adjustments to the requirements imposed by Bill 96 with respect to the use of French in the organizations and the translation of the main policies and bylaws.

SPACE DEFICIT

The College community expressed deep disappointment over the decision to cancel the infrastructure project that would have alleviated the space deficit. With the support of the Ministry, the Director General will refocus attention on the pursuit of the best possible solution to enhance the learning and teaching environment at Dawson. In 2022-23:

The Director General, in collaboration with the Director of Facilities Management and the Academic Dean, will work closely with the Ministry of Higher Education to ensure that Dawson obtains new facilities of quality and that they align with the College's academic needs.

In the short term:

The Director General, in collaboration with the Director of Facilities Management, will work closely with the Ministry of Higher Education to develop an interim plan to lease additional space to meet Dawson's increasing space needs.

STRATEGIC PLAN

With the imminent expiration of the current Strategic Plan,

The Director General will establish the conditions for the development of Dawson's five-year strategic plan 2023-28.

Dawson treats its student success plan as an integral part of its strategic plan, and next year a new strategic plan will be adopted for 2023-28. During the semester of Winter 2022, the Academic Dean oversaw consultations and surveys of the community about perceptions of student success and what is needed to improve it. In addition, he has led specific efforts to identify areas where the College needs to act to promote equity, diversity, inclusion and accessibility, and to promote the success of Indigenous students and the decolonization of the college. All this information will help inform the thrust of the student success plan and overall strategic directions. Under the oversight of the Director General, in 2022-23,

The Academic Dean will lead the strategic planning as it pertains to the development and finalization of a student success plan for 2023-28. He will also collaborate with College services to establish strategic orientations that will help underpin student success.

QUALITY ASSURANCE AUDIT

Last June, Dawson submitted its self-evaluation report and action plan for the Quality Assurance Audit to the *Commission d'évaluation de l'enseignement collégial*. A number of the recommendations and their associated actions pertain to the quality of programs and the evaluation of student learning. During the 2022-23 academic year:

The Academic Dean will oversee the phased implementation of the action plan for the Quality Assurance Audit as it pertains to the academic division, and collaborate with the other directorates to implement actions, which have shared responsibilities.

DIGITAL TRANSFORMATION

In accordance with the latest revision of the *Loi sur la gouvernance et la gestion des ressources informationnelles*, the College must submit a Digital Transformation Plan (*Plan de Transformation Numérique*).

In consultation with stakeholders, both on the administrative and academic side, the Director of Information Systems and Technology will develop a digital transformation plan. This plan will also serve to ensure that the College has the proper structure and processes to support innovation.

Services have also undertaken the digital transformation of their services. The first year of the Digital Transformation project of the Finance department is nearing completion. In 2022-23,

The Director of Finance, will continue to work with the Information Systems and Technology department to expand the use of Clara functionality including the payment request and expense report modules. This year, the areas of focus will be the continuation of the transfer of payments to Canadian suppliers from cheques to various on-line payment tools.

The Human resources department has undertaken the digitization of all its documents. In 2022-23,

The Director of Human Resources will oversee the completion of the digitization of all documents.

OTHER CROSS-SECTOR UNDERTAKINGS

Blended courses

Following a moratorium on online instruction during Fall 2021, the academic leadership launched a pilot project in Winter 2022 to better understand the nature and pedagogical value of courses that blend in-person and online learning, and the implications of those courses at Dawson. This first iteration of the pilot project allowed many conceptual and practical issues to surface. The pilot project will be extended into the 2022-23 academic year to permit the College to continue reflecting on the issues raised and the benefits offered by blended courses so that an institutional position can be reached. During the 2022-23 academic year:

The Academic Dean will lead the continued institutional learning and consultations related to blended in-person and online courses and formulate policies and procedures for managing blended courses.

Policies

This Business expense policy has only had minor updates over the years. A significant overhaul is needed. Many factors have changed in the way we carryout business that have an impact on the policy – on-line purchases, digital receipts, legal framework of public institutions (CAG), etc.

The Director of Finance will review and revise the Business Expense policy.

With the Action Plan on Student Mental Health in Higher Education 2021-26 (PASME), the Ministry of Higher Education has affirmed its desire to support the network in the implementation of practices and measures promoting well-being and the development of thriving mental health in members of the student population. To this end, the Ministry of Higher Education requires that all colleges adopt a Mental Health policy for their student population by June 30. The College has chosen to also include employees in its policy.

The Coordinators of Student Services and Human Resources, in consultation with members of the community, will develop a Mental Health policy.

Recruitment

In the last three years, Dawson has faced shifting challenges in the recruitment and selection processes. A more diverse workforce has different needs and priorities, an increasingly digital world is diversifying ways of connecting and a competitive employment market requires that the College adapt its strategies. In 2022-23,

The Director of Human Resources and her team will develop novel approaches to recruit and orient highly qualified candidates.

Equity, Diversity, Inclusion and Accessibility (EDIA)

The objective Equity, diversity, inclusion and accessibility is to design policies, practices, and programs that do eliminate systemic barriers for students and employees.

The Academic Dean, Director of Human Resources and the Coordinators of Student Services will conduct a needs analysis and develop a plan to advance EDIA.

The Coordinator of Student Services, in consultation with stakeholders, will develop an Accessibility policy, which will include legal obligations under the Quebec Charter of Human Rights and Freedom.

Facilities Management

In the last two year, there have been staffing challenges in the FAMA department.

The Director of Facilities Management, in collaboration with the Human Resources department will resolve the staffing challenges to ensure that all positions are filled.

The Director of Facilities Management will review processes with a view to optimizing the delivery of services to the Community to ensure efficiency and effectiveness.