

The 2022-23 academic year has been challenging. The looming prospect of the application of provisions in the revised French-language Charter, and the effect they will have on academic success and employee morale, the search for a solution for the cancellation of the College's infrastructure project and the staff shortage has created uncertainty and anxiety among members of the Dawson Community. These are not the first challenges Dawson has faced and, as demonstrated in the past, its resilience will allow it to continue to be a first-choice college.

IMPLEMENTATION OF THE REVISED CHARTER OF THE FRENCH LANGUAGE

The implementation of the revised Charter of the French language and its anticipated effect on students, employees and College operations have created much uncertainty. Although the new *Charte* was implemented one year ago, some of its measures are being implemented in Fall 2023 and others in Fall 2024. To address these sweeping changes to College practices required by the revised Charter

The Director General will continue to participate in discussions with the *Ministère de l'Enseignement supérieur* (MES) to ensure that student success remains at the forefront of all decisions, that the rights of all students, employees and the College are respected, and that financing is commensurate to the expenses generated by the application of the new law.

The Academic Dean, in collaboration with the academic leadership, will oversee the revision of the Admissions Policy.

The Academic Dean, in collaboration with the academic leadership and in consultation with academic programs, will oversee the establishment of admissions standards for Fall 2024.

In consultation with the Director General, the Academic Dean and the Director of Finance, the Dean of Continuing Education and Community Services, will develop strategies to allow the sector to adapt to the new circumstances brought about by the imposition of Law 14.

In collaboration with the academic leadership and the Director of Human Resources, and in consultation with the programs, the Academic Dean will oversee the integration of additional courses *in* and *of* French into program grids and address the implications for staffing and professional development.

In collaboration with the Academic Dean and the Directors, the Director General will review Dawson’s practices to ensure that they meet the requirements of the Charter, including a review of the hiring requirements, the professional development needs and communications strategies.

STRATEGIC PLAN

The new strategic plan, expected to be approved by the Board of Governors in Fall 2023, will be implemented in January 2024.

The Director General will develop a structure and establish the conditions for the successful implementation of the Strategic Plan 2024-2029.

In collaboration with the Coordinator of Quality Assurance and Planning, the Academic Dean and the directors, the Director General will establish a process to ensure an effective and continuous follow-up of Dawson’s goals and strategies.

The directors in consultation with stakeholders will assess the financial resources required to implement the plan and develop critical paths for the effective implementation of the Strategic Plan goals.

STUDENT SUCCESS – ACADEMIC SECTOR

During the past year, the academic administration prioritized the recommendations of the action plan for the Quality Assurance Audit (QAA) falling under the academic division. Various actions were undertaken. During the 2023-2024 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 address, as appropriate, the feedback received from the Commission d’évaluation de l’enseignement collégial concerning the college’s QAA report.

Over the course of many years, the Institutional Student Evaluation Policy has been revised in a piecemeal fashion, leading to a long, unwieldy policy document that lacks clarity and is difficult for students to navigate and understand. The policy needs to be systematically overhauled, refocusing on the essentials of student evaluation and placing other necessary information in separate policies.

In collaboration with the academic leadership and in consultation with the community, the Academic Dean will oversee the overhaul of ISEP.

STUDENT SUCCESS – STUDENT SERVICES

Dawson has made significant strides in providing accessible education for its students with disabilities. Many of these accommodations are mandated by laws but are often misunderstood.

In collaboration with the Academic leadership, the Director of Student Services and her team will implement measures to insure the understanding and respect of the Accessibility Policy.

The well-being of students must be a priority for educational institutions. College life can be very stressful due to academic pressures, personal challenges, financial concerns, etc. Supporting mental health helps students thrive both academically and personally.

The coordinator of Student Services will implement measures to meet the requirement of the Mental Health Policy.

In recent years, student surveys have shown that there are services offered to students that would benefit from being reexamined.

In collaboration with the academic sector, the Director of Student services will review the continuum of services provided to students in order to identify gaps and make the necessary adjustments.

RESOLVING THE SPACE DEFICIT – FACILITIES MANAGEMENT

In the past year, four locations have been identified as possible solutions to resolve Dawson's long-standing space deficit. These options have been presented to the Ministère de l'enseignement supérieur. The Director General will continue to pursue the best possible solution to enhance the learning and teaching environment at Dawson. In 2023-2024:

In collaboration with the Director of Facilities Management, the Director of Finance and the Director of Corporate Affairs, the Director General, will continue to work closely with the *Ministère de l'Enseignement supérieur* to ensure that Dawson obtains, as soon as possible, new facilities of quality that align with the College's needs.

While awaiting to more permanent spaces,

The Director of Facilities Management will conclude the Short-Term Lease Agreement with the Forum and finalize leasehold improvement for the newly rented spaces.

The Director General in close collaboration with the Director of Facilities Management and members of the Strategic Space Management Committee will develop a plan for the liberated space created by the move to the forum.

FINANCIAL SERVICES

The Finance Department has recently undergone a major change in structure creating two areas of expertise: Financial Reporting and Financial Services. Moreover, Public Sector accounting and audit standards have also undergone changes that have a significant impact on college reporting requirements. The 2023-24 academic year will mainly focus on the challenges and demands that have arisen from these changes.

In collaboration with the Coordinator of Financial Reporting, the Director of Finance will ensure that all required reporting changes are implemented, and all related processes and procedures updated.

While the change in structure of the department has been implemented at the management level, changes to responsibilities and tasks of professionals and staff will continue throughout the 2023-24 academic year. A focus on services to internal partners including students and departments is a priority. The efforts of the Financial Services team will remain focussed on identifying areas for improvement including turnaround times for requests and extended offering of service hours during peak periods.

In collaboration with the Coordinator of Financial Services, the Director of Finance will ensure that services are reviewed, areas for improvement are identified, and changes are implemented.

To meet the objectives of digital transformation, Financial Services will continue to identify opportunities for automating departmental forms, reducing paper storage as well as reducing the handling of cash in the college.

In collaboration with the Coordinator Financial Reporting and with the support of Information Systems and Technologies, the Director of Finance will ensure a continued implementation of Clara modules as per the digital transformation plan.

In collaboration with the Coordinator Financial Services and with the support of Information Systems and Technology, the Director of Finance will ensure a continued review of internal processes to identify where digital processes can replace manual processes.

INFORMATION SYSTEMS AND TECHNOLOGY

In summer 2023, a comprehensive security audit was conducted by an external firm, in accordance with the IT Governance Law and the new Governmental Directive on Information Security. Whilst no major deficiencies were observed, several recommendations were made to formalize rules and processes.

The Director of Information Systems and Technologies will have an audit response plan drafted and ensure its implementation is started by Winter 2024.

In recent years, the College has been taking advantage of cloud computing to gain flexibility and save on costs for document storage, collaboration suite and various software as a service. Meanwhile the Government has launched an ambitious program to migrate all data centres to the Cloud. This forces the College to migrate systems and will have a significant impact on the long-term budget and the delivery of some of the academic support services.

In cooperation with the Coordinator of IT Solutions, the Director of Information Systems and Technologies will develop a cloud migration plan, including the Dawson website and Moodle.

IT projects have become more difficult to manage: there are more technical dependencies, more skills and roles required, and a greater number of stakeholders impacted. In addition the College has to respond and adapt to several constraints which cause changing demands and shifting priorities.

In consultation with the stakeholders, the Director of Information Systems and Technologies will establish a more formal approach to project management of IT projects, with a goal to clarify expectations and responsibilities.

HUMAN RESOURCES

The unemployment-to-job vacancy ratio in Canada is at historical low. This situation has rendered the recruitment of qualified employees at Dawson very challenging. The College has added resources to ensure that our recruitment processes can better meet the needs of the College and adapt to the growing demands as well as the current market trends.

The Director Human Resources, in collaboration with the Coordinator of HR will review Dawson's recruitment strategies and establish clear priorities and processes in order to meet the staffing needs of the College.

In consultation with the Committee on equal opportunity of employment, the Director of Human Resources and her team will provide training and support for selection committees in the hiring process to remove any systemic barriers for all categories of employment.

Professional development is essential to give employees the opportunity to learn and apply new knowledge and skills that can help them in their job and further their career. In the long term, it can foster employees' growth.

The Director of Human Resources in consultation with the Academic Dean and the directors, will develop annual professional development plans for support staff, professionals, faculty and management.

Positive mental health at work helps employees flourish in their roles, manage stress, and boosts resilience. Ultimately, it allows each individual to reach their highest potential. To provide a framework, the College is in the process of adopting a Mental Health Policy.

In consultation with the Community, the Director of HR and her team will develop and implement measures that promote well-being at work.

Diane Gauvin
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