



2011-2012 ANNUAL MANAGEMENT PLAN

Adopted by the Board of Governors

September 26, 2011

Context

- The student population keeps increasing, both for day programs and for continuing education. A shift in demographics is underway and will begin modifying the composition of our student profile in the coming years
- Funding of activities is under great pressure and is becoming precarious because of the fragility of the economic recovery and the governmental deadline to balance budgets by the year 2013-2014. Cutbacks in funding have already hit us in 2011-2012 and we must anticipate that more lie ahead.
- The Strategic Plan for 2010-2015 focuses on ensuring that the College maintains its reputation as a college of first choice for a diversity of students, pursues excellence in education, fosters a culture of learning and innovation, responds to society's needs, and promotes an elevated and comprehensive notion of student success.
- The need to recruit qualified employees is becoming accentuated in every category of staff due to the retirement of long-time employees and the increase in student enrolment. With the recruitment of new staff come numerous challenges in terms of their integration and retention.
- Dawson's profile has grown over the years partly because of the many partnerships that have been created with external organizations here and abroad. These partnerships are mutually beneficial, situating Dawson at the crossroads of many important social developments and making us both more conscious of issues and challenges arising in our world and more capable of contributing to their resolution.

Actions for 2011-2012

Pursuant to our Strategic Plan and the objectives adopted by the Board of Governors, all sectors of the College have already begun to mobilize resources in order to achieve the goals that underlie our strategic directions over the next five years.

The following set of actions summarizes what will be undertaken in the various sectors of the College in order to address the main strategies for the coming year.

Academic Administration

The core of our mission lies in our commitment to provide the best education possible to every student who registers at Dawson, youth and adult. The 2010-2015 Strategic Plan puts forward a strong notion of student success, as identified by the idea of educating the student as a whole person and expressed in the Graduate Profile, that calls upon the academic administration for actions to promote and develop excellence in all our undertakings.

1. To develop a systematic approach to the on-going evaluation of academic programs and departments by establishing requisite protocols, procedures, tools and pilot cases.
2. To continue developing plans to support teachers and pedagogy, to promote innovation in teaching, research, technology and active learning and to enhance academic integrity and the engagement of students.
3. To establish ways for gathering pertinent data and disseminating information to programs, departments and deans with respect to student success, teacher success and program success.
4. To create devices in support of students, teachers and staff in a context of resource planning for the significant increase in students, teachers and staff already underway and will likely continue over the next 3-5 years.

Students Services

As a sector directly related to student activities, Student Services plays an important role with respect to the achievement of our academic mission. Support services to student success and to student engagement are key components of our strategic goals for the coming years.

5. To expand Academic Skills Centre programs designed to develop language skills, including those offered independently and/or in collaboration with the Academic Sector.
6. To review the services offered by the Student AccessAbility Centre in order to consolidate best practices, meet increased needs and optimize the use of growing resources.
7. To implement an "Early Alert Program" for at-risk students to ensure that they and their teachers are offered support in a timely manner.
8. To develop strategies to provide greater visibility for Students Services in order to optimize student and faculty awareness of available resources.

Administrative Services

For the College to continue to progress and meet the expectations of our large community, we rely on several factors. Two of them are fundamental: a sound financial situation and an effective approach to labor relations and human resources management.

9. To monitor the various requirements related to the implementation of the accounting reform.
10. To provide support to management with respect to issues related to implementation of the new collective agreements.
11. To effectively manage the renewal of staff for every category of employees of the College.
12. To continue lobbying MELS and MSSS on behalf of the College for more funding of Continuing Education activities to appropriately respond to increased demand.

Information Systems and Technologies

The use of Information and Communication Technologies (ICT) in the College's activities keeps growing and continues to challenge us in many ways. The need to adapt our various processes and to provide our students with a technological environment that meets their expectations should be seen as an important and ongoing issue.

13. To improve proficiency in our Academic Systems.
14. To improve the reliability and accessibility of computer laboratories.
15. To enhance the use of ICT.
16. To strengthen support for professional development with respect to users' needs of ICT.

Plant & Facilities Department

The College's responsibility to maintain a physical environment that supports teaching and learning processes is a matter of primary concern and an ongoing challenge.

17. To audit the energy savings project following its first year of implementation.
18. To finalize plans and complete several internal renovations that will help optimize the use of space.
19. To ensure continuity in the services and facilities offered at the Pepsi Forum.

20. To oversee all tendering processes to ensure that government and College regulations, procedures and practices are respected.
21. To ensure that phase 2 of the CSST requirements are met by developing appropriate measures for equipment upgrades in various departments.

General Administration

Over the last decade, Dawson has gained visibility and reputation and is seen as a beacon for college education in Quebec. The richness and diversity of its community must be preserved and encouraged. Acting together and to staying true to our educational mission remain our best assets to maintain our position as a leading institution in Quebec and abroad.

22. To address the financial issues the College will face in the near future by securing revenues that will allow the College to continue its strategic development
23. To establish partnership agreements with respect to two major undertakings of the College: the implementation of a Physical Rehabilitation Program and the creation of a Centre for Entrepreneurship
24. To improve Dawson's internal communications by optimizing use of the website and its various platforms as well as by facilitating the exchange of information between the College administration and members of the community.

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