



ANNUAL MANAGEMENT PLAN 2009-2010

**Approved by the Board of Governors
September 21, 2009**

Context

The main objective of our Annual Management Plan for the academic year 2009-2010 is to finalize the revision of our strategic plan. Through several discussions and undertakings, such as the evaluation of the current strategic plan, the student satisfaction inventory and consultation with various stakeholders, both internal and external, we have deepened our understanding of the issues that will matter to the College for the next period of time.

Relying on our Mission Statement, which was reconfirmed during this process, our initiatives as educators remain to provide a sound education in maintaining standards of academic excellence essential to students' future success and embracing values such as accessibility, inclusiveness and responsiveness that are paramount to the College's activities.

Among the themes shaping our strategic thinking, student success remains a key element and will be a fundamental organizing principle in the forthcoming strategic plan. Most of our strategies will relate to that principle, as was the case in the last plan. To this effect, all departments and services will continue to have a role in its implementation. Therefore, the Annual Management Plan is designed to identify these contributions, under the tutelage of the Academic Administration.

Simultaneously, issues related to the College's capacity to address cultural and economic challenges of our society, anticipated impact of the curriculum reform at the high school level on the academic profile of incoming students, use of space, sustainability driven-projects, on-going evaluation, development of research, transfer of expertise to the next generation of employee, creation of international opportunities for students and faculty and the use of information technologies are starting to emerge as growing concerns and are certain to find their way into the next strategic plan.

Also, a major commitment is to improve communication in every sector of the College and to increase collaborative efforts throughout the College. In this regard, all units are asked to deploy means to seek feedback and to open lines of communication through appropriate consultation processes.

Priorities for 2009-2010

In accordance with the objectives that the Board of Governors adopted last June for the Director General and the Academic Dean, the Annual Management Plan establishes the following priorities for the year 2009-2010. These priorities are aiming at bringing to its completion the current strategic planning process. The community will have the opportunity to voice its support for this plan and, in the course of the year, the Board will be asked to approve it. Along with these priorities, each sector of management will pursue its own operational objectives.

Therefore, all sectors and departments of the College are expected to contribute to bringing this first priority to its full achievement.

1. *Ensure the finalization of the strategic planning process by proposing a plan and conducting the appropriate consultations throughout the college.*

Area of responsibility: General Administration

Related to this overarching priority and pursuant to our educational mission and our commitment to student success, the following priorities are identified:

2. *Determine, implement and monitor the student success elements of the forthcoming Strategic Plan, for each sector of the Academic Administration.*

Area of responsibility: Academic Administration

3. *Establish the role of Continuing Education in the College's activities, with respect to the current challenges of our society in terms of shortage of skilled labor and the growing contribution of immigration to the Quebec work force.*

Area of responsibility: General Administration

As major components of this Student Success Plan, the Annual Management Plan identifies the following priorities to be addressed:

4. *Develop a comprehensive approach to provide initiatives in support of a faculty professional development plan.*

Area of responsibility: Academic Administration

5. *Produce a Program Development Plan that meets the needs of the community and is in concert with the Strategic Plan.*

Area of responsibility: Academic Administration

6. *Develop a plan for the Academic Skills Center, with a view to providing innovative support and services in the area of English Language Instruction.*

Area of responsibility: Student Services

7. *Develop a plan for the Library, in order to ensure that this unit provides “cutting edge” service that enables student engagement in college studies.*

Area of responsibility: Student Services

8. *Review the mandate of the Student AccessAbility Center in order to maximize available human resources and space in response to the increased number of students requesting services.*

Area of responsibility: Student Services

In light of the curriculum reform in secondary schools and depending upon the extent to which information from the Ministry is forthcoming, the College will pursue the following priority:

9. *Review the 2010 Ministerial Admissions criteria announced as a result of high school reforms and ensure that they are well understood and communicated to the internal and external community, review admissions policies and practices and seek approval of changes as required*

Area of responsibility: Academic Administration

Standing at the forefront of the College’s activities is the offering of a broad range of programs and services. Needless to say, the quality of our programs and services spearheads Dawson’s quest for excellence in education. Continuous improvement of our activities is therefore a key aspect of our achievements as an educational institution.

Enhancing support for program management and delivery, ensuring greater relevance for our programs of study fostering innovative approaches to teaching and learning and maintaining a high level of research activities, help to keep the College abreast of its mission of academic excellence and creative undertakings. The following priorities are established to maintain Dawson’s capacity to act responsively, to address the educational challenges of the modern world and to set the standards for college education in Quebec.

10. *Develop and implement a pilot project for ongoing evaluation in the academic and non academic sectors.*

Areas of responsibility: General and Academic Administration

11. *Conduct actions to ensure relevance, nurture development and address quality issues that might arise in various sectors (evaluation of programs, development of new opportunities in Continuing Education, review of preparedness for CMA accreditation processes, adoption of a policy on international cooperation, development of innovative options in Business programs, active collaboration with external partners,...).*

Area of responsibility: Academic Administration

Together with these actions, important initiatives have to be pursued or implemented to better support our core activities, which are first and foremost academic. These initiatives are related to the maintaining or the upgrading of operational infrastructures. To that effect, the following priorities are identified:

12. Finalize the Facility Master Plan, ensure the appropriate consultation and begin to plan for the implementation of the selected recommendations.

Area of responsibility: Plant and Facilities

13. Implement in a timely manner CLARA, our new SIS (Student Information System), and manage the necessary adjustments in the sectors that are affected.

Area of responsibility: Information Systems and Technologies

14. Continue the deployment of our website, with a special emphasis on the launching of MyDawson, our portal for student and employees.

Areas of responsibility: IST and Communication Office

15. Ensure the continuation of our Sustainability Project and the implementation of the Energy Saving Plan.

Area of responsibility: Plant and Facilities

With respect to administrative obligations, considering the new requirements in terms of governance and accountability and the increasing demand for renewing our staff and ensuring the transfer of expertise from one generation to the next, the following priorities will be pursued:

16. Address college's needs for the renewal of its workforce, by providing support to every sector and department in recruiting and integrating new employees to their positions.

Area of responsibility: Administrative Services

17. Monitor developments in the discussions about Colleges' Governance Act (Bill 44) and prepare the appropriate revisions to bylaws and policies.

Area of responsibility: Administrative Services

18. Continue the process of responding and adjusting to ministerial requirements with respect to the accounting reform process.

Area of responsibility: Administrative Services

Conclusion

The year 2009-2010 will see Dawson College get ready for the next decade, with the help of a Strategic Plan that will lay out the most important challenges that the College will be facing in the next period of time.

Changes in demographics will occur that will modify the College's position with respect to future enrolment. Political calls for greater accountability in the way we govern ourselves and report our activities to the society we live in will certainly impact our legal and institutional obligations. Academically speaking, the upcoming arrival of a new cohort of students, who went through the curriculum reform at the high school level, will also bring its challenges.

Coping with these challenges will require from all of us a great deal of attention and commitment. We now have to make sure that at every layer of our institution we get a clear understanding of the issues we are facing. With this understanding and the dedication to the fulfillment of our mission, we will continue on the road that we have chosen a few years ago and that is articulated in our Vision Statement: to be a "center of excellence in teaching and learning for all Quebeckers".

Richard Filion
Director General
September 8, 2009