



## **ANNUAL MANAGEMENT PLAN 2010-2011**

Adopted by the Board of Governors

September 27, 2010

### **Context**

The academic year 2010-2011 has presented Dawson College with an unprecedented situation with respect to student enrolment. Both in the day division and continuing education, the number of students has increased significantly, a situation that is likely to continue for a few more years. These conditions require a great deal of attention from all of us to deal with the pressure that is put on space, services and staff.

We are also in the midst of a major renewal of our staff. All departments are undergoing significant change across every category of employee. While the College remains attractive and shows the capacity to recruit very valuable candidates, staffing processes still require our best efforts to integrate these new employees into their respective functions.

On the other hand, our external environment is likely to be shaken up in the coming months. It is expected that important discussions will take place this year on the delivery model for vocational and technical training in Quebec. These discussions occur in the context of responding to the needs of the labour market. This may put into question the current equilibrium of our delivery model: regions/urban milieus; school boards/cegeps; young people/adults.

In addition, there is the growing discussion of access to anglophone colleges for francophones and allophones. Groups with nationalist leanings and political activists are already in the breach asking for an extension of Bill 101 to college education in Quebec. Although this idea may not gain major support among the general population, we must remain vigilant and be ready for the debate.

We must also this year start applying the provisions of Bill 100, which will include financial cutbacks and a plan for attrition of some management, professional and support personnel. At the same time, we face uncertainty with respect to the proposed Bill 44 on governance. Since these two pieces of legislation will bear on the dynamic within our institution, it will be up to us to preserve a balance that does not compromise our operations.

Finally, our strategic planning process is nearing its conclusion. The annual management plan 2010-2011 is anticipating the directions the College will pursue during the next five years so that the priorities enunciated in this plan are focused and consistent with the forthcoming Strategic Plan. Along with these priorities, each sector of management will be pursuing its own operational objectives.

### **Priorities for 2010-2011**

The 2010-2015 Strategic Plan will lay out a vision and indicate the broad directions the College is intending to pursue in fulfillment of its educational mission. All sectors will have to mobilize resources and collaborate to set in motion actions that will be relevant to the plan and favour its full

implementation. To ensure the effective integration of activities relevant to the 2010-2015 Strategic Plan, the following priority has been identified:

1. *Ensure that every sector of the College prepares an action plan pursuant to the strategic priorities identifying the key initiatives to be undertaken for their achievement*

*Area of responsibility: General Administration*

Among the issues that will have an impact on college activities this year is the extra demand for college education that we are currently managing. The additional cohort of students we have accommodated will have lasting effects on our overall enrolment for a number of years. This pressure will affect our community in various ways and consequently will require our special attention from now on.

2. *Monitor the situation related to the admission of additional students at the College and its impact on services to the community and on space utilization*

*Area of responsibility: General Administration*

With respect to the important milestone being marked next year – the 5<sup>th</sup> anniversary of September 13, 2006 – the College needs to carefully plan and prepare. The following priorities will serve this purpose:

3. *Lead and support the preparation of the international Dawson-ACCC conference on Violence and Youth: the Role of Education to be held in September 2011*

*Area of responsibility: General Administration*

4. *Supervise the construction of the Ecological Peace Garden*

*Area of responsibility: Plant and Facilities*

The year 2010-2011 may also present an opportunity to discuss important issues affecting the educational system of Quebec. If the government continues on its present course, there will be at least two forums that will address directly or indirectly the issues that affect college education. One forum will receive input on the delivery mode of vocational-technical training and another on universities. At another level, there will also be a discussion on access to English-language colleges in Quebec. We, as a community, will certainly have to prepare for and contribute to these debates. Therefore, the following priority has been identified:

5. *Participate in the forthcoming discussions on college education in Quebec, particularly with respect to issues mentioned above*

*Area of responsibility: General Administration*

In the coming year, the Academic Administration will engage in various activities to support Dawson's pursuit of excellence in education and increase our reputation as a high profile institution here and abroad. However, the core challenge of academics is and will remain student success as the cornerstone of our mission. The forthcoming Strategic Plan moves forward with a comprehensive vision of student success through the notion of *educating the student as a whole person*. This notion is articulated through the definition of a Graduate Profile that will act as a common framework for all our

educational endeavours and as a way to nurture further collaboration among all parts of the College. Thus, the following priority has been set:

- 6. Promote the Graduate Profile as a set of values and a guide for the development of plans for student success throughout the College*

*Area of responsibility: Academic Dean's Office*

The intrinsic value of our educational endeavours has brought Dawson a national reputation as a college institution. Our capacity to maintain this status relies on our ability to constantly reinvent ourselves. To do this, we must seek means through which we can thoroughly assess our activities and accomplishments. To this end, the following priority has been proposed:

- 7. Pilot test actions and ideas for the implementation of ongoing evaluation practices in programs and services*

*Area of responsibility: Academic Dean's Office*

The driving force of our educational efforts is in our programs of study. This year, a great deal of action will take place in order to ensure high-quality offerings in our academic programs. Through evaluation, revision and development of programs, the College will assume its responsibilities as a responsive institution that aims to serve society to the best of its abilities. In that vein, this priority has been identified:

- 8. Conduct activities related to:*

- *Program evaluation: Computer Science, Analytical Chemistry and Professional Theatre (DEC)*
- *Program revision: Nursing and Industrial Design (DEC) and Cisco-Linux (AEC)*
- *Program Development: Physical Rehabilitation (DEC), Video Game Design (AEC), Pharmacy Techniques (AEC), Medical Interpretation (AEC) and Cisco Certified Network Professional (AEC)*

*Area of responsibility: Program Services in collaboration with Academic Sectors*

Dawson's presence in the field of international cooperation has now set the stage for concrete collaborations with partners abroad. The purpose of these partnerships is two-fold: to expand opportunities for international educational experiences for both students and faculty and to position the College as a valuable partner for fostering student mobility. The following priority has been set for 2010-2011:

- 9. Pursue the development of international cooperation initiatives, with regard to programs developed for Chinese partners and explore potential partnerships with India*

*Area of responsibility: Program Services in collaboration with the Academic Dean and the Director General*

Quebec's current demographic shift and economic context increases the need to cope with a diversity of demands from clientele other than our traditional market. In order to position Dawson strategically to play a role in responding to these demands and to foster our continuing education sector, the following priority has been proposed:

- 10. Produce and lead an action plan to promote Dawson's expertise and abilities to offer customized adult learning to the larger Montreal community, particularly in expanding Prior Learning Assessment Recognition (PLAR) opportunities and new AEC' offerings*

*Area of responsibility: Program Services in collaboration with the Centre for Training and Development (CTD), the AEC Office and the Registrar's Office*

To optimize the impact our academic activities have on students, we must implement ways through which learning opportunities can be enhanced and nurtured. Supporting innovation, research and professional development are among the tools we can use to achieve this. Therefore, the following priority is part of our agenda for this year:

- 11. Broaden the scope and participation in student-faculty projects as a means for deepening engagement between teaching and learning*

*Area of responsibility: Instructional Development Office*

As a Montreal-based institution and the largest college in the region, Dawson has entered into research and academic joint ventures with a broad range of neighbouring universities in recent years. Fruitful relationships involving students and faculty have been numerous, with both anglophone and francophone universities. In 2010-2011, the College will continue to explore options to increase these relationships in the coming year.

- 12. Foster relationships with key university players, through increased participation to research , innovation and collaborative projects*

*Area of responsibility: Instructional Development Office with the collaboration of the Director General*

Over the past two years, Dawson has instituted important changes in its delivery of information and systems technologies. The creation of a distinct managerial unit, the migration of our in-house information systems to a third-party supplier and the adoption of a new course management system have been at the forefront of these changes. The full implementation of Clara must be completed in order to ensure a smoother running of the system. In addition, we must continue our modernization by implementing new modules to meet expectations from users, both from staff and students. The following priority has been highlighted:

- 13. Continue to lead the implementation of the Student Information System (Clara) and deploy the new fees collection module*

*Area of responsibility: Information Systems and Technology in collaboration with the Registrar's Office and the Finance Office*

Furthermore, the availability of online devices for various organizational needs is becoming a pressing issue at many levels. In that regard, we will pursue in 2010-2011 the development and implementation of appropriate solutions. Therefore, the following priority has been proposed:

- 14. Launch new online services for students, notably online course change and portal for new applicants and further lead the implementation of the MyDawson portal beyond its student services applications*

*Area of responsibility: Information Systems and Technology in collaboration with the Registrar's Office and the Communications Office*

Over the last two years, we have surveyed our current use of space in the hope that this analysis would provide the College with options that could alleviate some of the problems related to needs that have been abundantly documented in the recent past. This undertaking is likely coming to an end. For 2010-2011, the following priority has been identified:

- 15. Lead the revision of space utilization to comprehensive planning for the renovation of specific areas*

*Area of responsibility: Plant and Facilities*

The issue of safety norms in our labs and departments has become increasingly important and the necessity to comply with the CSST requirements has now become compulsory. It will be a major undertaking for the College to address these requirements. According to this necessity, the following priority has been proposed:

- 16. Supervise the modifications required by new requirements for College compliance with CSST norms*

*Area of responsibility: Plant and Facilities in collaboration with the Academic Administration*

As a key player in matters relating to student success, Students Services are asked to contribute to the betterment of the learning environment by providing relevant activities that foster student engagement in their studies and by offering resources that will enrich their time at the College. For this purpose, the following priority will be addressed in 2010-2011:

- 17. Conduct a thorough evaluation of the services delivered by Students Affairs in order to optimize the quality of student activities and College community participation*

*Area of responsibility: Student Services*

The professionals in Student Services make a valuable contribution to academics and student success. In line with the strategic directions the College is taking and pursuant to the notion of academic achievement that it implies, the following priority has been identified:

- 18. Review services and service delivery models of the Academic Skills Centre to optimize use of resources*

*Area of responsibility: Student Services*

In 2010-2011, Dawson will continue to implement the new governmental accounting reforms and its impact on internal systems, staffing and external reporting. This time of major change in reporting requirements has substantially increased the workload of all staff involved. The following priority has been set to address this issue:

19. *Develop new, timely financial processes and reports integrating the new governmental accounting reform, both for managerial purposes and for accountability to the Board of Governors*

*Area of responsibility: Administrative Services*

Dawson relies on its human resources, their dedication to their work and their knowledge of our core values as an educational milieu to reach its goals as an institution. The importance of providing appropriate support to our staff is paramount to the success of our mission. Therefore, the following priorities have been identified:

20. *Facilitate integration of new employees in the various departments of the College by improving communication and providing relevant support*
21. *Foster ongoing evaluation practices of staff according to our Human Resources Management Policy*

*Area of responsibility: Administrative Services in collaboration with all sectors of the College*

## **Conclusion**

The priorities listed above underline the vitality of our College and its willingness to address issues that can make a difference for our community in the near future. One must not forget that in addition to these priorities, there are many important matters that are still in progress and will continue to require a great deal of attention at various levels of the College's management.

Therefore, this Annual Management Plan aims to identify initiatives that are aligned with the vision that is put forward in the forthcoming Strategic Plan. These initiatives and actions are setting the wheels in motion to give the community a strong sense of direction and leadership.

It is my hope that it will also help to enhance the conditions through which employees are asked to contribute to this exciting mission that is ours.

Richard Filion  
Director General  
September 2010