

2012-2013 ANNUAL MANAGEMENT PLAN

Adopted at the Board of Governors Meeting
September 24, 2012

Context

- The 2010-2015 Strategic Plan is entering its 3rd year. Last April, a consistent set of actions were put forward and submitted to the Board of Governors that outlines the course Dawson wants to pursue in the coming years to achieve its Vision Statement.
- Pursuant to our strategic goals, we have been quite active and many interesting achievements have been reached. New programs and/or profiles had been integrated into our offerings; new ways of delivering instruction have been fostered and implemented; equipment in many of our programs was upgraded and services to our community were developed. Initiatives to support at-risk students have flourished and activities to accompany our faculty and staff in their daily duties have increased.
- Despite last year's severe cutbacks in our operating budgets, our financial situation remains healthy and the integrity of our staffing plan has been preserved which means a majority of our initiatives can be maintained.
- Dawson has been well-served over the years by its strong determination to innovate by imagining ways to deliver education that suit the needs of students and by offering activities that prepare them well for further studies or future employment.
- This view of Dawson's educational mission is now formulated in a rich and meaningful statement that relates to our vision of student success: *educating the student as a whole person*. The reference point for this endeavour is the Graduate Profile and the key learning outcomes that provide a framework for a more effective collaboration within our community in the fulfillment of our activities.
- The Annual Management Plan for the year 2012-2013 follows the lines that were presented to the Board of Governors last April. It relates to the three strategic directions that shape our vision of the future: *Academic Excellence* through high quality programs and services; *Enhancement of the Learning Environment* through our dedication to a generous understanding of our educational

mission and *Service to Society* as a way to embody our social responsibility and our responsiveness to societal needs.

Actions for 2012-2013

→ To foster Academic Excellence

Under the leadership of the **Academic Administration**, several actions will develop in 2012-2013 with a view to ensuring the high quality of program delivery and providing our faculty the means to perform their tasks to the best of their abilities.

1. *To develop and pilot test processes, templates and guides to conduct ongoing evaluation in programs and academic departments. For this purpose, to develop ways of providing institutional data in appropriate formats.*
2. *To support the development of the WID initiatives (Writing in the Disciplines) and to develop activities to help faculty implement pedagogical practices stemming from these initiatives.*
3. *To investigate ways to help students in medical programs improve their French language skills.*
4. *To continue the implementation of the Faculty Development Plan and to deliver activities focused on the implementation of competency-based education.*

According to an evaluation process that took place in 2011-2012 and in relation to the enhancement of services to our student population, 2012-2013 will provide the opportunity to follow-up with improvement of some aspects of our registration processes.

5. *To implement recommendations stemming from the evaluation of the registration process*

In 2011-2012, **Student Services** and **Academic Administration** started a fruitful collaboration through a joint project targeting an important contingent of our students and related to the reinforcement of French as a second language. Professional staff from Students Services and teachers from the French Department are leading the way in this project with promising outcomes already in evidence. We will continue to deploy actions in this domain in 2012-2013 and will expand it to the reinforcement of linguistic skills in English.

6. *To continue supporting the project that aims to create pedagogical strategies to help students experiencing learning difficulties in their French classes.*
7. *To complete a study of English linguistic skills of francophone and allophone students and develop appropriate methods of intervention.*

Pursuant to the purpose of enhancing support for student success, this collaboration between the two sectors will go a step further through the following undertaking:

8. *To develop «Learning to learn» modules for at-risk students.*

In addition, **Student Services** will follow-up with initiatives providing more effective support to this category of students. For the year 2012-2013, these actions will take place:

9. *To evaluate services offered by the Academic Skills Centre and Counseling Services and develop recommendations.*
10. *To promote the use of the Early Alert program for at-risk students.*
11. *To ensure the effectiveness of activities in the newly equipped Student Accessibility Centre resource room.*

In support of academic activities, the **Information Systems Technologies Department** has a key role to play to ensure adequate and smooth functioning of our systems. In 2012-2013, the IST department will contribute to the fostering of Academic Excellence through these activities:

12. *To improve proficiency in our Academic Information Systems.*
13. *To improve reliability and accessibility to student laboratories.*

→ **To enhance the Learning Environment**

The notion of success for our students is expressed in the Graduate Profile and its key learning outcomes. In 2012-2013, the **Academic Administration** will ensure the promotion of these Graduate Profile learning outcomes and their integration in College activities. The following set of actions will take place:

14. *To conduct faculty surveys about the Graduate Profile outcomes.*
15. *To launch a call for proposals from within each sector on implementing targeted Graduate Profile outcomes.*
16. *To produce and distribute promotional material for the Dawson community about the Graduate Profile.*

With respect to Academic Integrity, following a policy adopted by the Board of Governors last Spring, further steps will be taken to ensure full implementation of its requirements. Therefore, the **Academic Administration** is intending:

17. *To propose procedures and actions to support the Academic Integrity Policy implementation with a view to its integration into ISEP (Institutional Student Evaluation Policy).*

As a community of educators, all employees of Dawson are expected to contribute to the achievement of our educational mission. In that perspective, **Administrative Services** will seek to extend the range of our Human Resources Management Policy by proposing a code of ethics that would apply to all.

18. *To develop a code of ethics for faculty and staff.*

In recent years, we have made important progress in the use of Information and Communications Technologies (ICT) in teaching and learning activities. Through applied research and active learning methodologies, through the mastering of new pedagogical devices such as Moodle, through the upgrading of

our WiFi network and the addition of convertible classrooms, the use of ICT has gained a significant number of users and therefore requires additional support from the **Academic Administration**.

19. *To provide support to the development of pedagogical approaches relevant to the Active Learning Classrooms (ALC).*
20. *To develop a pedagogical tool box for users of on-line devices and for on-line academic offerings.*

In addition, by the end of the current year, we will have set up a second Active Learning Classroom, benefiting from financial support through a grant from the Entente Canada-Quebec. Therefore, the **Plant and Facilities** Department is expected to lead the project of installing this ALC in conjunction with the various stakeholders.

21. *To ensure the creation of a second Active Learning Classroom.*

In the same vein, we will aim in 2012-2013 to finalize our science laboratory renovations with Phase III of the Chemistry renovation project. **Plant and Facilities** will then consult to prepare a suitable plan.

22. *To plan for Phase III of the renovations of the Chemistry laboratories to be realized by Summer 2013.*

Dawson enjoys an enviable reputation in the domain of research for which we are perceived as a leading institution. At a time when opportunities are multiplying for college researchers, Dawson needs to look ahead and maintain its leading position. Therefore, **the Academic Administration** will seek:

23. *To increase Dawson's profile in the domain of research, especially in relation with the forthcoming Centre for Peace and Non Violence in Education.*

Dawson seeks to favour and foster student engagement in academic and para-academic life. In 2012-2013, **Student Services** will undertake a set of actions to this effect.

24. *To determine ways of integrating education for healthy life habits in college activities.*
25. *To explore expansion of para-academic clubs with students and faculty.*
26. *To promote the Recognition of Student Involvement Program (RSIP) among students.*

→ Service to Society

As a publicly funded institution, Dawson has a strong sense of its responsibility to serve society through the development and delivery of activities that meet its needs. Showing responsiveness will guarantee Dawson's position as a leader in anticipating the needs of society. In that regard, the **Academic Administration** will conduct the following activities:

27. *To seek the consolidation and expansion of RAC (Recognition of Acquired Competencies) activities.*
28. *To support the development of entrepreneurship activities through the Centre for Innovation and Entrepreneurship Education (CIEE).*
29. *To supervise the development of on-line offerings related to "francisation".*

Our willingness to address social issues has been illustrated through our Sustainable Dawson project. Significant progress has been made to raise awareness of environmental issues within our community with some tangible outcomes – such as our Peace Garden and the recognition of Excellence from Cégep Vert – a testament to our accomplishments in this domain. Consistent with our intent to give our educational mission a broader meaning, in 2012-2013 we will go a step further by creating a hub to concretize our commitment to an education for the whole person. Therefore, under the leadership of **General Administration**, the following action will take place:

30. To lay the foundation for the establishment of a Centre for Studies in Peace and Non-Violence in Education.

Conclusion

This Annual Management Plan is geared toward making sure Dawson is kept abreast of its educational mission and is committed to achieve the goals that shape its Strategic Plan.

The years that are lying ahead are important ones for Dawson. The expected shift in demographics; the uncertainty of some political agendas; the impact of any foreseeable economic downturn on college funding; the rise of social media in the communicational arena; the demand for extracurricular modes of instruction, all these societal trends may put at stake the College's capacity to keep growing and developing.

This is why we have more than ever to rely on our willingness to remain an innovative institution that is looking continuously for the enhancement of the learning environment and keep firm with our commitment to put the quest for Academic Excellence and Service to Society at the forefront of our daily activities.

Because we know in doing so we are fulfilling our mission and serving our students to the best of our abilities.



Richard Filion
Director General