2014-2015 Annual Management Plan
Adopted by the Board of Governors
September 29, 2014

Context

- The 2010-2015 Dawson Strategic Plan is entering its last year. In the pursuit of its strategic goals – striving for academic excellence, enhancement of the learning environment and service to society – the College has successfully supported and implemented initiatives that are contributing significantly to the enrichment of teaching and learning undertakings at Dawson, in the College network and more broadly in the community.

- The commitment of the Dawson community toward the Vision Statement that stands at the heart of the Strategic Plan has provided the College with the creativity and energy that help make the college one of the most dynamic academic institutions in the network. Support to and engagement of many faculty and staff in innovative and creative learning opportunities have played a key role in achieving this goal and have been paramount in successfully positioning Dawson as a premier institution in college education. A number of grassroots initiatives supported by the College during this period are showing considerable promise and are bringing to Dawson's educational efforts added value that make a significant difference for many of our students.

- Dawson's enrolment has reached unprecedented levels. For the regular day division, despite an anticipated demographic decline, Dawson is still favoured as a first choice college by a large pool of applicants. The implication for the College is that it must find solutions in order to remain faithful to its mission statement to provide a sound education to the broadest possible student population. This also brings its share of issues with respect to space constraints, a major dossier for the current year. Similarly, enrolment in Continuing Education is increasing at an impressive rate, prompting us to examine how services in this sector can be improved and strengthened.

- Dawson's financial situation remains healthy. In spite of several budget cuts in the last three years and owing to the judicious management of resources, Dawson has been able to maintain its staffing and strategic initiatives. However, in light of the current cost-cutting agenda of the Quebec government, Dawson will need to plan carefully in the years ahead to keep the development as vigorous as it has been in recent years.

- The 2014-2015 academic year will serve to consolidate the achievements of recent years and prepare the grounds for the development of a strategic direction that will lead the College toward 2020.

Key actions for 2014-2015

As previously stated, Dawson's Strategic Plan has provided the College with a framework for a bold and comprehensive educational approach. The *Graduate Profile* with its nine key learning outcomes offers a schematic view of what we consider to be key elements in the exercise of our educational mission. These outcomes represent the overall contribution every discipline and program is bringing to student success.

Numerous initiatives testify to the exciting opportunities being created for students to learn and develop and to our efforts to deliver high quality programs of study. Sustainable Dawson, Innovation and Entrepreneurship, applied research in the fields of Universal Design of Learning (UDL) and active learning methodologies, Writing in the Disciplines (WID), the newly established Peace Studies Certificate, and extra-curricular activities such as Model UN and SPACE are examples of initiatives that are enriching our educational offerings.

As reflected in the most recent Graduate Satisfaction Survey (Spring 2014), students are reacting positively to the quality of Dawson's teaching and learning environment. From the data gathered in the survey, we see that:

- Teaching and Generic Skills scales show statistically significant increases in satisfaction between periods (2010 vs 2013) and are at historic highs;
- Following a low point in overall satisfaction in 2009 (4.63), the satisfaction indicator for pre-university programs has steadily improved and in 2013 reached an historic high (4.78);
- Following a period of lower overall satisfaction in career programs in 2010 and 2011, in 2013 the satisfaction indicator (4.93) approached the historic high achieved in 2005.

The 2014-2015 Annual Management Plan is developed with a view to consolidating these gains and pursuing the strategic initiatives undertaken in recent years. Over and above their normal operations, the sectors will undertake the following key actions during the 2014-2015 academic year, to further the strategic goals and directions to which we have been committed since 2010.

In order to ensure the sustainability of the collaborative efforts between faculty and staff and to consolidate these strategic grassroots initiatives, the **Director General** is committed to:

1. *Laying the foundation of a **strategic direction** that will ensure the long-term viability and sustainability of the valuable initiatives launched under the current Strategic Plan.*

Dawson College is among a small group of colleges who have agreed to undertake a quality assurance audit during the pilot phase and this at the request of the *Commission d'évaluation de l'enseignement collégial (CEEC*). The audit report is due at the end of December 2014. Accordingly, the **Director General** in collaboration with the **Dean of Program Services** will:

2. *Complete the **Quality Assurance** audit, prepare for the CEEC visit scheduled for March 2015 and develop an Action Plan to be submitted to the Board of Governors.*

In light of the anticipated demographic shift and with a view to planning a smooth transition to whatever situation Dawson may be experiencing in the near future, Dawson must continue looking at all possible scenarios and their consequences on Dawson's overall management. To this effect, the **Dean of Academic Systems** will:

3. *Participate in the **planning of enrolment**, staffing, scheduling and associated space issues consistent with the demographic forecast and the optimal use of teaching resources.*

In light of the changes taking place in the duties and requirements of public management, and with the intent to ensure that Dawson College is considered as a first class employer and, at the same time, a responsible steward of public funds and all other funds entrusted to it, the **Director of Administrative Services and Corporate Affairs** and his team will:

4. *Continue with the **review of systems** to ensure appropriate controls are in place, both with respect to financial and human resource transactions while ensuring members of management are adequately informed of their responsibilities and protections that such controls are intended to provide.*

Academic excellence

In recent years, the Continuing Education sector has experienced an important increase in its activities. In the past 10 years, enrolment in credit courses has increased by more than 200% and major changes have occurred in ministerial regulations. In fact, Dawson now welcomes more than 700 full-time students in this sector, an enrolment equivalent to the size of some CEGEPs in the network! We are also expecting changes in Continuing Education funding.

Aligned with our goals to foster academic excellence and to be a responsive institution to emerging social needs, under the leadership of the **Academic Dean,** in collaboration with the **Director of Administrative Services** and the various stakeholders**,** the College will:

5. *Conduct a thorough **analysis of the Continuing Education** situation with a view to proposing a specific strategy for the development of this sector.*

In the last two years, the College has undertaken a project related to ongoing evaluation. Since 2012, many programs and some services have experienced how to manage ongoing evaluation in their own areas. The purpose of ongoing evaluation is to enable programs of study and services to rely on timely feedback for activities for which they are responsible.

According to our strategic goal to deliver high quality programs and services, the **Dean of Program Services** will in 2014-2015:

6. *Develop a 5-year **Ongoing Self-Evaluation** plan that will primarily focus on academic programs.*

In the same vein, the College proceeded in 2013-2014 with the evaluation of important services dedicated to supporting student success. For the current year, the **Director of Student Services** will:

7. *Proceed with the analysis of the completed **evaluations of services** offered by the **Academic Skills Centre** and by **Counselling Services** and develop appropriate recommendations.*

Also, to better serve our incoming cohort of students, Dawson must review its approach to Student Orientation. The **Director of Student Services** and the **Dean of Academic Systems** will collaborate to:

8. *Develop a proposal and implement a new **Orientation** program.*

Considering that the Special Areas of Study Dawson has developed over the years (Women and Gender Studies, Jewish Studies, Hellenic Studies and the newly implemented Peace Studies) are undergoing important changes, the **Dean of Creative and Applied Arts** will:

9. *Investigate and **develop proposals** to stabilize and formalize their implementation for the next five years.*

One aspect of our current Strategic Plan consists of providing additional support for the development of language skills of our students and staff. In recent years, the College has hired professionals who are trained to provide students with strategies that are relevant to this dimension of learning and has supported communities of practice in projects such as WID, the Active Learning Classroom and Universal Design for Learning (UDL). In collaboration with the **Academic Dean**, the **Director of Student Services** will:

10. *Evaluate the project related to creating **pedagogical strategies** to help students experiencing difficulties in French-language courses and explore the possibility of developing a similar initiative for students experiencing learning difficulties in English-courses and in classes offered in English.*

Enhancement of the learning environment

One of the most important issues the College has to deal with is related to its shortage of space. Last year, we participated in discussions with the Ministry that led us to conclude that we have a significant space deficit. Further discussions need to be conducted to find sustainable solutions to this problem. Arriving at an agreement with the Ministry is a key component in maintaining our capacity to pursue the task of enhancing the learning environment. In that regard, the **Director General** and the **Director of Plant and Facilities** will:

11. *Pursue their representations with the MESRS with the view to developing a Facility Master Plan to address the college's **space deficit**.*

Related to the issue of space, a situation is arising that is affecting our capacity to respond adequately to some educational activities included in most of our medical technology programs. The

forthcoming merging of clinical milieu into the mega-hospitals will effectively reduce our potential for placing students in stages all the while that the demand for trained personnel, particularly nurses is increasing. Therefore, we need to find creative solutions. To this effect, the **Dean of Science, Medical Studies and Engineering** in collaboration with the **Director of Plant and Facilities** will:

12. *Pursue the expansion of the simulation facilities and continue investigating the feasibility of a **Clinique-École**.*

To provide students with a stimulating learning environment and practical work experience, the College has implemented the ATE (Alternance Travail-Études) option in the business administration programs. This option which gives students the opportunity to embark on remunerated *stages.* With other programs expressing interest in a work-studies program, the **Dean of Social Science and Business Technologies**, in collaboration with the **Coordinator of Student Services**, will:

13. *Review the management of the **Alternance Travail-Études** as it pertains to the Business Administration programs and explore its inclusion in the Computer Science Technology program.*

Dawson is seen as a leader in the areas of pedagogical innovation and research in the college network. Building on the work that has been achieved in 2013-2014, the **Dean of Instructional Development** will:

14. *Articulate a strong vision for the **development of research** over the next five years, including the development of partnerships, an intellectual property policy and administrative support structure.*

Advances in innovative pedagogy have been made as a result of the creation of two active learning classrooms. The faculty members who use these classrooms are part of a community of practice that seeks to develop and experiment with ways of engaging students in active and collaborative learning. To give further support to the training of faculty in problem-based and collaborative learning within competency-based education, the College will establish a "project room" where faculty can explore innovative teaching approaches. In 2014-2015, under the leadership of the **Dean of Instructional Development** in conjunction with the **Director of Plant and Facilities** and the **Director of Information Systems Technologies,** the College will:

15. *Advance pedagogical innovation and develop teaching practices by designing and planning for the implementation of the **faculty project room**.*

The development of technological devices for teaching and learning activities and the need to integrate them into the delivery of curricula have become necessary responses to what students expect from a stimulating learning environment. In 2014-2015, the **Director of Information Systems Technologies** will pursue his efforts to keep abreast of these technologies by:

16. *Expanding the **use of virtualization technologies**, increasing the coverage and capacity of the wireless network and piloting the use of mobile and interactive technology in the classroom.*

In addition, to best serve the current student population and employees, to engage and interest prospective students, faculty and staff, and to use social media to maximize interactivity and interconnection, the **Coordinator of Communications** with the support of the **Director of Information Systems Technologies** will in 2014-2015:

17- *Launch the new **Dawson website**.*

Service to society

The considerable growth of Continuing Education activities, the development of entrepreneurship initiatives, the offering of on-line French courses for immigrants, the increased interest of students, faculty and staff in Sustainable Dawson and the initiative related to the Recognition of Acquired Extracurricular Competencies (RAEC) are examples of actions that support Dawson's strategic direction to better serve society's needs and deliver a relevant and transformative educational experience to our students.

In complement to these actions, the **Manager of Training and Development** will:

18- *Undertake initiatives and concrete steps to start **positioning Dawson** as a prime provider of corporate training.*

In sum, the 2014-2015 academic year will give Dawson the opportunity to pursue its development, to measure the progress that we have accomplished to date and to prepare for addressing the challenges that are lying ahead.

Richard Filion
Director General
September 19, 2014