



## **ANNUAL MANAGEMENT PLAN 2008-2009**

**Adopted by the Board of Governors  
September 22, 2008**

### **Context**

The 2004-2009 Strategic Plan is entering into its last year. We are asked by the CEEC to proceed to an evaluation of its effectiveness. This evaluation should provide insights that will help us to elaborate the next one. Meanwhile, we will pursue broad discussions with the community to determine the next generation of the strategic plan and to present it to the Board of Governors for adoption.

Also, as a result of the additional funding we are receiving this year from the Quebec government, we are undertaking new initiatives that are targeted toward specific actions such as the reinforcement of services to students, active contribution to the growth of the Quebec economy and increased support to teaching and learning activities.

The need to respond to our society's economic challenges, such as filling the gap in the shortage of skilled workers and better integration of immigrants, puts additional pressure on our educational system, particularly on the college network. This situation has to be considered in the way we are dealing with our institutional responsibility.

The academic year 2008-2009 will then serve to go further in accomplishing the vision that is elaborated in our current Strategic Plan – *to be a centre of excellence in teaching and learning for all Quebecers* – and to start laying the foundation of our next Strategic Plan, giving Dawson the ability to address coming issues and to help society rise above the challenges it faces.

### **Main priorities for 2008-2009**

In conjunction with the 2004-2009 Strategic Plan of the College and in accordance with its educational mission which emphasizes Dawson's commitment to student success and academic excellence, the Annual Management Plan establishes the following priorities for the year 2008-2009. These priorities highlight the most important dossiers for the current year. Along with these priorities, College annual activities rely on a set of objectives that are specific to every sector of management.

Pursuant to the objectives adopted by the Board of Governors at its June 2008 meeting, both for the Director General and the Academic Dean, **all sectors and departments of the College** are asked to participate and to contribute to the achievement of this first priority:

1. *Finalize the consultation with respect to the strategic planning process in view of the adoption of a Strategic Plan for the 2009-2014 period by the Board of Governors.*

*Area of responsibility: General Administration*

Related to the current Strategic Plan and with a view to enhancing the quality of instruction and offering relevant programs of study and services to students, the following priorities are identified:

2. *Ensure the implementation of the Action Plan flowing from the Institutional Student Evaluation Policy (ISEP) Evaluation Report.*

*Area of responsibility: Academic Administration*

3. *Provide appropriate support to program delivery and management, with special attention for the programs being revised or new programs being implemented.*

*Area of responsibility: Academic Administration*

4. *Develop an Action Plan for the renewal of the Science Program that will include reviewing its pedagogical approach through adaptation of classrooms and labs.*

*Area of responsibility: Academic Administration*

5. *Continue to evaluate programs of study (Industrial Design, Nursing, Computer Science,...) according to our Institutional Program Evaluation Policy (IPEP)*

*Area of responsibility: Academic Administration*

6. *Carry out Phase I of the Office for Instructional Development (OID), according to the findings of the 2007-2008 Faculty Needs Assessment, including promotion of the Course Management System (CMS) and integration of information technologies into teaching and learning activities*

*Area of responsibility: Academic Administration*

7. *Determine the best way to integrate environmental profiles in our programs of study*

*Area of responsibility: Academic Administration*

8. *Develop a strategy for the growth of international relations and development in the College*

*Area of responsibility: Academic Administration*

Dawson's commitment to excellence in education finds expression in its will to ensure that program and services provided to students, and to society at large, meet high standards of quality and relevance. In the light of the current social and economic demands to foster student success and to provide highly qualified graduates to society, the following priorities will be pursued:

9. *Develop a three to five-year "Strategic Plan" for the Academic Skills Centre (ASC) that would include addressing the issue of linguistic skills of our student population*  
*Area of responsibility: Student Services*
10. *Propose a Student Success Action Plan (SSAP) as an integral part of the next Strategic Plan of the College*  
*Area of responsibility: Academic Administration*
11. *Develop a plan to modernize services provided by our Library, in view of providing state-of-the-art online access to the most comprehensive available resources*  
*Area of responsibility: Student Services*
12. *Formulate an Action Plan that will foster the expansion of Prior Learning Assessment Recognition (PLAR) in the College*  
*Area of responsibility: Academic Administration*
13. *Examine the future role and structure of Continuing Education in order to provide input into the forthcoming Strategic Plan*  
*Area of responsibility: Administrative Services*

The College's commitment to student success has always stood at the forefront of Dawson's activities. This rich tradition is also closely related to our educational mission and to the Vision Statement that defines the thrust of our current Strategic Plan. In view of supporting our commitment "to offer each student the opportunity to realize her/his potential" and to anticipate the shift in our incoming student body caused by the changes in the high school curriculum reform and the modifications into the *Règlement sur le régime des études collégiales* (RREC), the following priorities are put forward:

14. *Review Admissions policies and practices in light of the new RREC and seek approval of changes as required*  
*Area of responsibility: Academic Administration*
15. *Explore the impact of the new curriculum for secondary education on the profile of our prospective students*  
*Area of responsibility: Academic Administration*

The Strategic Plan 2004-2009 addresses concerns to safeguard Dawson's future by developing appropriate strategies to recruit and maintain the next generation of employees. In accordance with this strategic goal, the following priority is identified:

16. *Develop a comprehensive approach to recruitment, selection and integration of new faculty*  
*Area of responsibility: Administrative Services*

The need to foster management processes that improve communication, effectiveness and accountability at all levels of Dawson's activities is important. In this regard, the following priorities will be pursued:

17. *Lead the Dawson website re-design to full functionality*  
*Area of responsibility: General Administration*
18. *Adapt College financial practices and reporting to the new Ministerial requirements and to forward the required reports on a timely basis*  
*Area of responsibility: Administrative Services*
19. *Conduct a space analysis that will lead to a Facilities Master Plan for the next five-year period*  
*Area of responsibility: Plant & Facilities Department*
20. *Coordinate the continuation of the Action-Conservation initiative with a view to integrating sustainable development into academic activities.*  
*Area of responsibility: Plant & Facilities Department*
21. *Propose a distribution of roles and responsibilities in light of user needs and expectations within Information Systems and Technologies.*  
*Area of responsibilities: General Administration*
22. *Implement new Skytech applications, including the new Academic Management Information System (Clara), in collaboration with the departments concerned*  
*Area of responsibility: Information Systems and  
Technologies Department*

### **Closing remarks**

This 2008-2009 academic year provides Dawson with an opportunity to reflect upon its future and to refine its approach to the achievement of its educational mission. In light of the role external factors play on the College and within a society facing ever more pressing challenges, this opportunity brings to bear several issues that require a thorough understanding and determination, and resolute action.

As an educational institution, our main responsibility lies in our commitment to offer quality instruction that will help our students, young and adult, to move forward in their life with the best possible preparation.

Over the last forty years, this commitment had guided thousands of Dawson employees. With a clear vision of the future, a genuine dedication to education and a strong sense of cohesive action into our daily activities, we will carry on with what should be our strongest driving force: our contribution to a better future for all our fellow citizens.

Richard Fillion  
Director General