

**2013-2014 ANNUAL MANAGEMENT PLAN**  
**Adopted by the Board of Governors**  
**September 23, 2013**

**Context**

- The 2010-2015 Strategic Plan continues to act as the document by which directions are set to help Dawson move ahead with a strong sense of its educational mission. These directions – striving for academic excellence; enhancing the learning environment and service to society – represent the overarching goals from where our actions as a responsive institution are determined.
- The need to have a clear understanding of our educational mission in the 21<sup>st</sup> Century has led us to put forward a vision of *Student Success* which is bold and generous at the same time. With the notion of *educating the student as a whole person* as elaborated in the Graduate Profile and its key learning outcomes, we have mobilized ourselves through a set of initiatives that aim at keeping Dawson College at the leading edge of college education in Quebec.
- At the same time, the overall environment into which Dawson is currently evolving is not very stable. Changes to demographics leading to a potential decline in student enrolment are on the horizon. Economic uncertainty bears its toll on public finances, therefore on budget availability for colleges. Political agendas are shifting rapidly and may also have their say in what college education might become in the near future.
- Within such a changing landscape, we must stay vigilant and more than ever remain committed to our mission.
- All the strategic initiatives we have supported over time – and they are numerous – are geared toward one single purpose: providing high quality education through offering a relevant set of learning experiences to the student population, while keeping Dawson among the leaders of innovative and responsive institutions.

■ To this effect, decisions were made last June by the Board of Governors to preserve the bulk of our strategic actions and associated resources. The Annual Management Plan for 2013-2014 will continue to build upon this momentum, putting forward a set of actions consistent with our will to remain a beacon for college education in Quebec.

### **Actions for 2013-2014**

As mentioned before, several initiatives have been supported in recent years as a way to implement our Strategic Plan. To gain a sense of some of these initiatives:

- raising global awareness through Sustainable Dawson, international opportunities for students and teachers and the forthcoming Centre for Peace and Non-violence Education;
- fostering innovative pedagogy, developing active learning methodologies, use of information technologies in teaching and learning and development of entrepreneurship education;
- enhancing faculty competencies;
- supporting new approaches that aim to reinforce basic linguistic skills of our students, both in French and English;
- expanding support for students with special needs;
- developing new offerings of programs and profiles;
- launching of new initiatives in the domain of « francisation »;
- promoting and supporting cross-discipline activities in education and;
- focusing on the question of academic integrity.

These undertakings and ground breaking initiatives mainly related to the academic sector will be pursued in 2013-2014 with the view of developing and stabilizing them.

In addition, or more particularly, a new set of actions is proposed through this Annual Management Plan that will guide the management team for the 2013-2014 academic year.

### **◆ *Fostering academic excellence***

The development of an on-going evaluation procedure that would be of benefit for program evaluation purposes has been on the agenda for the last few years. In 2012-2013, interesting progress was made in the framing of on-going evaluation devices and we can realistically hope 2013-2014 will represent a milestone in the shaping-up of our on-going evaluation procedure.

Under the leadership of the **Program Services**, we should see in 2013-2014:

1. *Expand on-going evaluation to four more programs and one General Education Department.*

This will bring by the end of the year a total of nine programs and three General Education Departments that have received training in the on-going evaluation process. Consequently, we will in 2013-2014:

- 2. Complete and implement the next phase of guidelines for on-going program self-evaluation and on-going self-evaluation of General Education departments.*

The use of such guidelines will be supported by a set of instruments (surveys, templates, checklists) that will become easily accessible through a web-based portal.

Furthermore, in 2013-2014, with the contribution of the **Information Systems Technologies Department**, the **Office of Institutional Research** and **Programs Services**, we will seek:

- 3. To develop a dashboard and accompanying set of KPI in graphic form available to departments and programs through similar features (web-based portal).*

In support of these developments in on-going evaluation in the academic sector, **Student Services**, with the help of the **Evaluation Office**, will aim in 2013-2014 at:

- 4. Completing the evaluation of services rendered under its auspices (Academic Skills Centre; Counselling Services) and developing appropriate recommendations.*

**Student Services** will also monitor closely the outcomes of the project related to creating pedagogical strategies helping students experiencing learning difficulties in French with a view to:

- 5. Establishing a similar project aiming to help students experiencing learning difficulties in English classes and classes offered in English.*

In 2013-2014, **Student Services** will also look at developing “learning to learn” modules for at-risk students and will evaluate the relevance to strike a new proposal for an on-line Orientation program.

Related to the evaluation of our activities, we will undertake in 2013-2014 a full audit of our system of quality-assurance. This exercise, held under the tutelage of the Commission d'évaluation de l'enseignement collégial (CEEC), relies on four (4) main components: *a*) the delivery of programs of study; *b*) the evaluation of student achievement; *c*) the strategic planning process and *d*) the process related to Student Success planning. It aims at providing a full insight about our mechanisms associated with quality-assurance and to evaluate their effectiveness.

In 2013-2014, pursuant to one of the annual objectives adopted by the Board of Governors last June, the **Director General** will:

- 6. Oversee the audit of our quality assurance mechanisms according to the shift in approach undertaken by the CEEC.*

Finally, in 2013-2014, **Administrative Services** will continue to fulfill what it sees as being its key mission: to help ensure that Dawson is considered a first class employer and a responsible

steward of public funds. In this regard, in contributing to excellence across the College, **Administrative Services** will seek to:

- 7. Promote professional development activities for non-teaching personnel and foster integration and orientation activities for new employees and current employees obtaining new positions.*

#### ◆ **Enhancement of the learning environment**

In recent years, Dawson has made considerable effort to enhance the learning environment by creating new facilities and improving existing ones, by equipping our classrooms with state-of-the-art technologies and by upgrading equipment in some of our laboratories. In 2013-2014, we will continue these efforts in sectors where there is a need to act more decisively.

In the **Science, Medical Studies and Engineering** sector, we will:

- 8. Further implement simulation facilities by providing training opportunities to faculty and staff and planning for physical space.*

This will mainly occur for the Nursing program where innovative techniques are made available through virtual patients (Meti-Man).

In the Physical Rehabilitation Technology program, we will undertake, with the collaboration of the **Plant and Facilities Department**, a feasibility study to implement a Clinique-École option.

In the sector of **Social Science and Business Technologies**, we will:

- 9. Review and revise, if necessary, the standing and advancement policies of the SSBT technical programs.*

This sector will also work at the following:

- 10. Elaborate a College-wide travel policy including information handbooks for students and faculty*

In the sector of **Creative and Applied Arts**, emphasis will be put on the follow-up of important program revisions flowing either from changes in program competencies (such as in Graphic Design and CALL)) and or from program evaluation (e.g. Professional Theatre).

In support of student life at the College, **Student Services** will:

- 11. Conduct an evaluation of the Recognition of the Student Involvement program and develop recommendations for improvement.*

**Students Services** will also coordinate activities in the newly equipped Student AccessAbility Centre resource room.

The **Communications Office** will propose in 2013-2014 a set of guidelines and procedures to enhance internal communication at all levels and between units, services and departments in

order to meet the needs of managers to ensure they have the information they need to manage effectively and coherently.

Research has been a hallmark of Dawson activities for many years. Research is good in and of itself, and it also enriches the learning environment and generates innovation in the domain of teaching. Considering the changing landscape currently taking place in the world of research and the need for the College to situate itself with respect to new opportunities arising, the **Director General**, in collaboration with the **Instructional Development Office** is committed in 2013-2014:

*12. To undertake a review of the research portfolio with a view to consolidating and ensuring its development for the next five-year period.*

With respect to information technologies, we will keep abreast of the fast-paced changes taking place in this sector of activities. To this effect, in 2013-2014, the **Information Systems Technologies Department** will seek:

*13. To deploy “thin computing devices” in more laboratories and offices, in the place of full desktop computers.*

This technology puts the College in a good strategic position to answer IT needs and adapt to future cloud solutions. The Department will provide assistance to users in adapting to this technology and deliver the benefits of increased performance and remote access.

In the wake of new legal obligations ruling governance of IT, the **IST Department** will also develop a more formal strategic plan.

#### ◆ *Service to society*

Dawson will become a more responsive institution dedicated to public service by anticipating and responding to society’s needs. This is why in the recent years we have put in place programs such as Sustainable Dawson, Entrepreneurship Education, Peace and Non-Violence Education, to name a few, responding to what we see as emerging issues at play in our contemporary world,

This has also motivated us to strike partnerships with external organizations, for example through the establishment of the Centre of Applied Research for disabled students (with Cégep du Vieux-Montréal), the creation of KIUNA, a centre of college studies for First Nations (with Cégep de l’Abitibi-Témiscamingue) or the implementation of the Montreal Games Incubator project with Concordia University.

In 2013-2014, we wish to maintain a high level of receptiveness toward social trends by putting forward actions in four specific fields.

First, Dawson must measure how to best respond to a social demand that is becoming more and more important. Consequently, the **Director General** will have under its direct responsibility:

14. *To lead in the examination of the potential for Dawson presented by the implementation of a RAEC Service (Recognition of Acquired Extra-Curricular Competencies) and to recommend appropriate action.*

Second, new ways of delivering instruction are starting to appear that may have an important impact on the nature and the form of the educational activity (on-line courses; open source courses,...). As a responsive institution, Dawson needs to establish how it should best position itself to respond to this growing trend. We began last year to experiment with on-line courses related to “francisation des immigrants”. We will pursue this year this experiment with a view a finding a niche that would be relevant for society and beneficial to Dawson. In addition to this undertaking, the number of on-line courses in all their forms is growing, with more volume to manage. The **Information Systems Technologies Department** will then have in 2013-2014:

15. *To increase storage capacity for on-line pedagogical activities.*

In the wake of the February 2013 *Sommet sur l’enseignement supérieur* called by the Quebec government, many “chantiers” were launched that might have an impact on college education in the short term. Of course, the big question remains the one related to the “carte des programmes” and how the viability of colleges in regional settings can be ensured. But we are also asked to reflect on the existing regulation (through the revision of the RREC) to see how more flexibility could be gained in program delivery and to re-examine how continuing education is delivered within the network. No question: the senior administration will have to keep a close ear on these discussions. More specifically, concerning Continuing Education, which plays a big part in our annual budgetary targets, the **Director of Administrative Services** will have:

16. *To monitor closely changes in Continuing Education financing and advise the Academic Administration of potential impact to contributing components (full-time AEC, full-time DEC, part-time credit, summer school, non-credit, SAE, etc.).*

Fourth, in light of the demographic shift we are anticipating, and with a view to planning a smooth transition to whatever situation Dawson may be experiencing in the near future, we must start looking at various scenarios and their possible consequences on Dawson’s overall management. To this effect, the **DG’s Group** with the help of the **Dean of Academic Systems** will continue:

17. *To plan enrolments, space, staffing, scheduling, etc consistent with anticipated demographic shifts and possible impact on funding.*

### **Actions for support systems**

In addition to these actions, which form the frame of the AMP 2013-2014, other actions will take place in support of our mission. Some of these actions flow from a new set of administrative requirements. For example, **Administrative Services** will have to continue reviewing systems

and procedures to ensure appropriate controls are in place and fully compliant with best practices. Also, in the wake of the new regulation concerning Contract with Public Bodies, a revision of Bylaw 10 will have to be undertaken.

In collaboration with the **Information Systems Technologies** Department, **Plant & Facilities**, and **Administrative Services** will have to ensure a successful implementation of the new finance and purchasing systems from Skytech.

In the context of increased media and governmental scrutiny, security of information systems represents an on-going issue. To this effect, **Information Systems Technologies** will continue the review of its practices, improve on the disaster recovery plan and the ability to monitor and address possible threats.

**Academic Systems** should on their side work to finalize the implementation of Clara, with the collaboration of **IST** when necessary.

Finally, to better serve the information needs of our student population, the **Communications Office** will continue developing information delivery systems that are accessible, attractive and informative, mindful to the age groups Dawson prospective students and current students represent. These platforms may include video, interactive elements of our website, electronic signage and social media.

Richard Filion

Director General

2013/09/23